

APRIL 15, 1960

TWENTY

Sales Management

**You're "In" the Chains: Now What
About the Right Promotion?**

BY T. HARVEY McCLURE

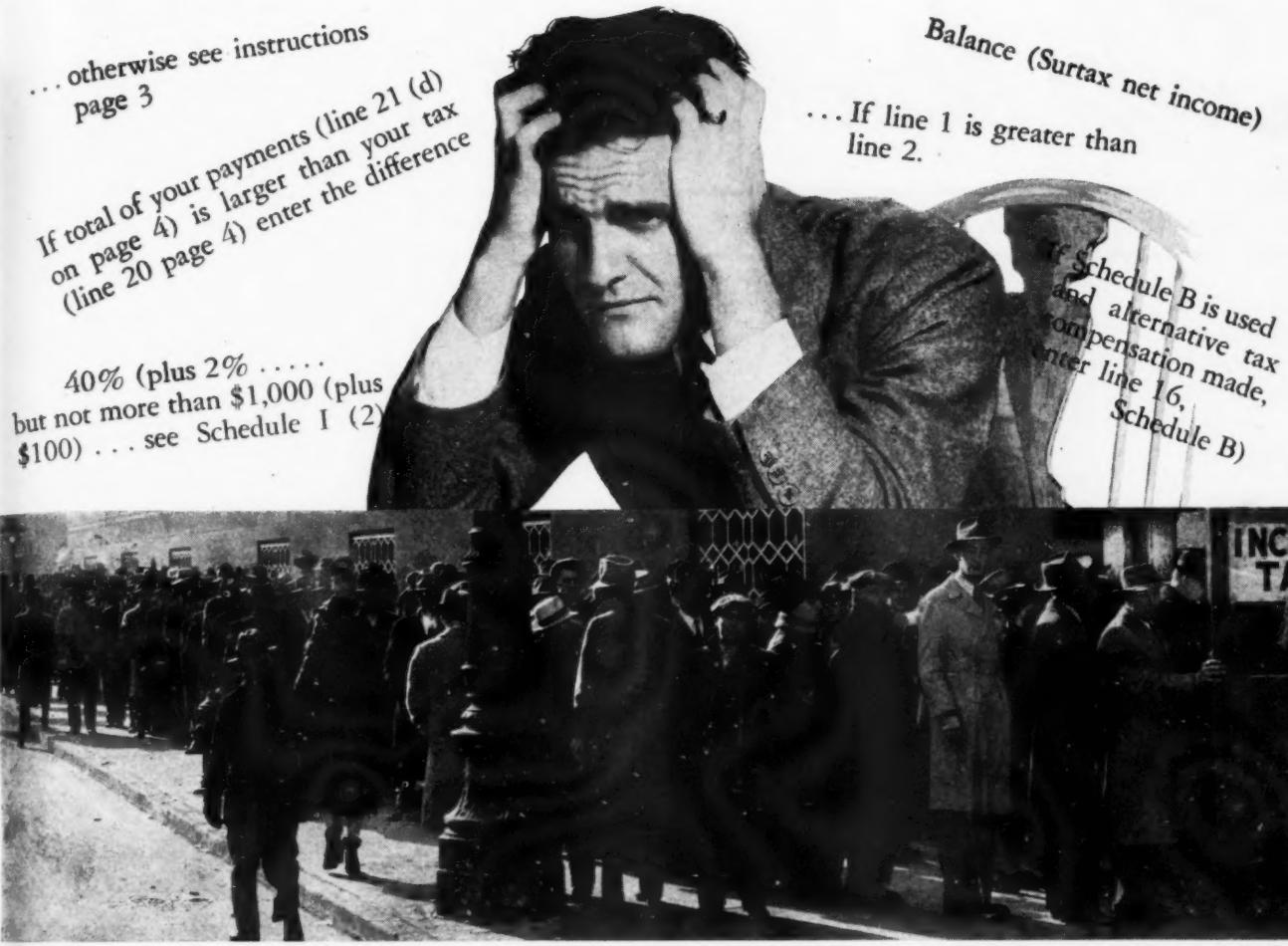
**How Consumers React to Radio
Advertising by Retailers**

Significant Trends...Designing to Sell...Marketing Pictographs



FEATHER YOUR NEST... HOLD THE WAR BONDS YOU BUY!

Three Feathers Distributors, Inc., New York, N. Y. Blended Whiskey, 86 proof, 60% cane products neutral spirit.



THESE DETROITERS WAITED IN LONG LINES IN BITTER COLD TO GET ADVICE ON FILING THEIR INCOME TAX RETURNS

*A Story of How **THE POWER OF THE PRESS** ... The Detroit Free Press... Came to the Rescue of Harassed Detroit Income Taxpayers*

Long, cold-numbed lines of Detroit's befuddled income taxpayers standing day after day on the sidewalks outside the Federal Building—waiting to be shown how to file returns—fired Wm. J. Coughlin, Free Press Staff Writer with a desire to DO something about the situation.

Obviously sufficient extra help at government offices could not be added. The only other immediate solution would be to BRING help TO the taxpayer. AND SO IT BEGAN—HELP—ON A MASS PRODUCTION BASIS—sponsored, aided and abetted by The Detroit Free Press with the fine co-operation of school officials and the Collector of Internal Revenue. Development of the idea was FAST and the help was EFFEC-

TIVE. A series of tax articles appeared in The Free Press—simple and to-the-point. A “classroom of the air” with tax blanks analyzed line by line was inaugurated. Readers and listeners seeking help were asked to phone for the assistance provided by volunteer tax experts recruited under The Free Press plan.

Here again the Detroit Free Press pioneered ... by arousing officialdom to ACT in the interests of the people of Detroit. Here again the **POWER OF THE PRESS**, The Detroit Free Press ... was demonstrated ... a power that is reflected in PLUS value for all advertising appearing in Detroit's only morning newspaper.

The Detroit Free Press

Story, Brooks & Finley, Inc., Nat'l. Representatives

APRIL 15, 1944

[1]

Sales Management

VOL. 53, NO. 8 APRIL 15, 1944

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The LIFE photographer who lost his pants



LIFE photographer Eliot Elisofon posed for this picture in North Africa, after a plane crash had destroyed most of his photographic equipment—and his pants.



Here's one of Elisofon's war pictures that *wasn't* destroyed in the plane crash. It shows an American gunner spattered with blood and oil after a heavy strafing attack by Nazi airplanes.



Like other LIFE war photographers, Elisofon gets all over the globe. Here's a dramatic picture he took of the U.S. Army's \$134,000,000 Canol project near the Arctic Circle in Canada.

Eliot Elisofon is one of 16 LIFE photographers covering the fighting fronts for the Army-Navy-operated Picture Pool, of which only LIFE and three large picture agencies (Acme, AP, and INP) are members.

Like other LIFE photographers, Elisofon takes his adventures as they come. These men and women have courage, resourcefulness, and technical skill. And their contribution to a living, picture record of World War II is great indeed.

The ability of LIFE's photographers at home and abroad to tell a story with photographs is an important reason for LIFE's wide popularity. For the difference between good photography and good photo-journalism is vast . . . it is the difference between depicting an isolated scene and narrating complete events through pictures.

No other magazine in America's history ever had such a large reader audience every week!

LIFE



Pistol Packin' Literature

There's entertainment a-plenty in the frenzied fiction that Pappy devoured in his youth. While the dime novels of yesteryear may have made his nerves go jingle jangle jingle, they're today museum pieces of humor. Is there a live demand for them today? Shades of the obscure but prolific authors—their dime thrillers have become collectors' items!

Charles Bragin, 1525 West 12th St., Brooklyn, N. Y., caters to collectors of these literary gems. He even publishes an illustrated catalog from which buyers may select the hair-raisers of their choice. The market has grown in recent years until today it comprises over 1,000 private collectors exclusive of scores of museums, libraries and colleges.

Mr. Bragin, who is an exporter, claims that his unusual sideline business had its birth when he started to collect dime novels as a hobby. In time, however, a problem presented itself. How was he to dispose of his mounting pile of duplications? He placed small notices in the book review sections of the Sunday metropolitan newspapers. Incoming inquiries and requests followed and Mr. Bragin added direct mail to his promotion program with encouraging results. His method was to employ a mailing company to circularize selected lists compiled from *Who's Who In Business* and from *Who's Who in America*.

The unusual character of the merchandise Mr. Bragin deals in led us to investigate a few yellowed relics of the famous Beadle series. The titles reflect the tastes of the youthful reading public of father's day. The Buckskin Avenger Keen Klem—the Ranch Imp, Lamb Among the Wolves, The Prairie Queen, Nick o' the Night and Wild Nat promised a youth his fill of the rugged life on the old frontier. Breath-taking exploits and escapes of such heroes as Colonel Thunder, Kit Harefoot, Dynamite Dan and Tornado Tom make a Caspar Milquetoast out of Superman.

The authors dove into their lusty yarns with plenty of action stuff well peppered with dialogue. The reader was lured deeper and deeper into a story by such vivid chapter titles as Wolf Rends Wolf, One Against 50, Pards Once More and A Knife in the Shoulder. Rarely did the reader have to wade through much descriptive matter. Description for the most part was limited—"his coal-black eyes glittered like carbuncles" or "terror leaped into her chinablue orbs." The readers preferred the action straight, just as their heroes liked their likker—straight from a bottle of

"Old Snips." After all, how could a hero who was hot on the trail of a mean, claim-jumping varmint or who single-handed was fighting off thirty Comanches wax dreamy over a sunset?

Most of the characters were beautifully considerate inasmuch as they did their thinking out loud. No reader had to search for the motif of any action, and he could usually count on the theme of the story being that of revenge—sweet and assuredly violent. The male characters were either stalwart, forthright men who rarely were caught without their shooting irons or downright evil cusses whose careers frequently ended at the noose end of a rope. The heroines were mostly of the mold of Nellie Dunham in *The Prairie Queen*—a lady who repelled all but the friendliest advances or a true-blue treasure like Crimson Kate, the cherub of the Vulture Bar.

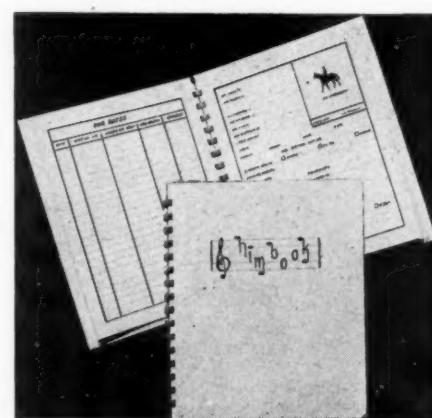
These thrillers were hardly classed as art in their day—but art didn't appeal much anyway to the boys who simply craved just fast, larrupin' reading. The highbrows who scorned the dime novels would be aghast today to see the largest known collection reposing in the rare book vaults of the Library of Congress. They would most likely just up and swoon to learn that the collection of some 2,000 Beadle novels in the Huntington Museum, San Marino, Calif., cost the donor \$15,000.

Mr. Bragin's catalog, price 10c, lists besides many frontier stories a goodly number of the once beloved Nick Carter and Liberty Boys series. It also includes issues of *Fame and Fortune Weekly* and *Frank Read, Jr., Weekly*.

Cupid's Catalog

Look out, brother, or you yet may be written into the record—get yourself trapped forever between the covers of a "Him Book." And this isn't a misspelled term for Book of Psalms, either.

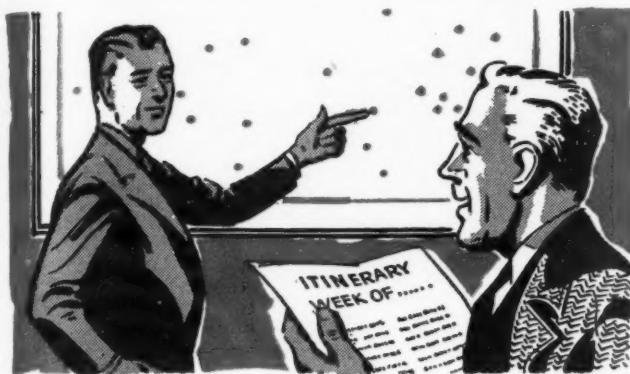
The "Him Book" is a log in which the modern girl can record the important things about the men in her life. Published by Miles Kimball Co., Oshkosh, Wis., this unique little volume has a front section devoted to silhouettes which are there to guide the lady in type-rating each squire—tall, short, the Tarzan type, or just a "plain Bill." Then come 18 two-page log sheets for listing the history of the dates plus space for a photo and a "dating rating." And right there, mister, "you is got" as per your spending habits, grooming, social instincts (wolf or lamb),



If you're a "him," and if you're a wolf—don't think the girls haven't got you labeled nice and proper.

SALES MANAGEMENT, with which is incorporated PROGRESS, published semi-monthly on the first and fifteenth except in May and November, when it is published three times a month and dated the first, tenth and twentieth; copyright April 15, 1944, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York 16, N. Y. Subscription price \$5.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. April 15, 1944, Volume 53, No. 8.

Why MILL & FACTORY SCOOps 'EM ALL on personnel changes



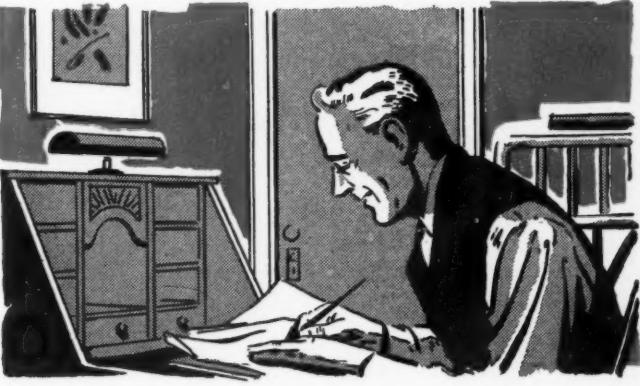
1 If there's any man who knows what the score is every minute, it's the Industrial Distributor's salesman. And one reason why this is so is because he doesn't make a single waste motion: the plants, the executives he's to call on, the circulation checking he's to do for MILL & FACTORY - these things are planned for him carefully in advance by the Industrial Distributor.



2 In checking circulation for MILL & FACTORY, the distributor's salesman doesn't depend on the telephone girl or the city directory. He does his checking out in the plant - where he's a welcome visitor always, and where he works shoulder to shoulder with the men who really have the final say on all the equipment and supply buying the plant does.



3 Out there . . . if there's an important change coming in the plant buying set-up, he gets wind of it immediately. And like as not, meets the new Production Superintendent, Works Manager, or Chief Engineer at once . . . or is told just who the new Chief is to be if he's coming in from the outside. Whereupon . . .



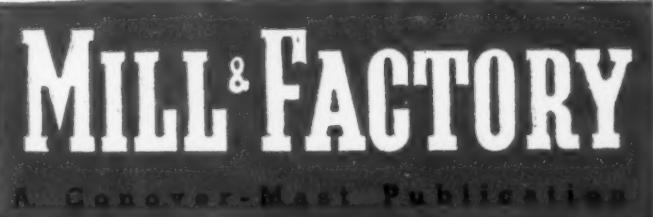
4 . . . He reports the coming change or the actual change to the Industrial Distributor's office immediately. And the Industrial Distributor, who pays good money for all copies of MILL & FACTORY sent into his territory and naturally wants the maximum return on his investment, relays the report to MILL & FACTORY - usually in the next mail.



5 When you get the picture of 1200 industrial distributors' salesmen shooting hot, first-hand information like this into MILL & FACTORY day after day, from plants all over the country, you see why MILL & FACTORY scoops 'em all on personnel changes. You see why MILL & FACTORY's circulation list is always up to the minute!



Conover-Mast Corporation - 205 East 42nd Street, New York 17; 333 North Michigan Avenue, Chicago, 1; Leader Building, Cleveland, 14. Duncan A. Scott, West Coast Representative, San Francisco, 4, Los Angeles, 15.



A CAMERA'S EYE VIEW OF:



★ METROPOLITAN MEMPHIS



The Memphis market is the South's largest trade area, and one of America's best. From a comparative analysis of retail sales, the Memphis market is shown to have 14% more buying power than any other Southern market.



Sell this big trade area through the pioneer radio station of the Mid-South . . . WMC, the NBC station that most people listen to most!

WMC

★ 5000 WATTS DAY & NIGHT
★ NBC NETWORK

MEMPHIS, TENN.

REPRESENTED NATIONALLY BY
THE BRANHAM COMPANY

★ OWNED AND OPERATED BY
THE COMMERCIAL APPEAL

★ MEMBER OF SOUTH CENTRAL QUALITY NETWORK (WMC-Memphis, WJOD-Jackson, Miss., KARK-Little Rock, WSMB-New Orleans, WKKH-KTBS-Shreveport)

etc. And even how you make her feel will be recorded. Will she put a check mark after *maternal*—*sisterly*—or *o'boy*?

Just in case you resent this business-like approach to romance it should be added that the foreword declares, "this record is painstakingly kept in the hope that someday the exactly RIGHT MAN will be catalogued herein."

Remembering Them Now

A solicitous as well as an appreciative attitude toward their servicemen is reflected in the pre-peace activities of many of the country's leading companies. The idea seems to be to contribute now—and as much as possible to their peace of mind.

Royal Typewriter Co., Inc., 2 Park Avenue, New York City, achieved a home touch for their servicemen when Royal representatives overseas extended a hearty invitation to those stationed in their particular areas to stop in for a visit. Reports have come in that the lads are popping in on representatives in Fiji, Iceland, Algiers, Australia, England, Ireland, Honolulu, Puerto Rico, and Panama—and that in all instances they are receiving a "Royal" welcome.

General Mills, Inc., Minneapolis, Minn., sent to all their servicemen a folder pocketguide, "Your Job with General Mills After the War." It tells them what steps to take to speed their return to General Mills employment when once demobilization gets under way. The folder is of stout enameled stock and is small enough to keep in a wallet for handy reference. On the back are listed the addresses of the main offices and the eleven divisions of the company. Besides this practical information there is a special message written by Bruce Barton entitled "New Foods—New Ideas—for a Better World." The folder was sent out with a letter from Harry A. Bullis, president of General Mills, Inc. In his letter Mr. Bullis said, "We all appreciate the fine job you are doing today. We can express that appreciation best by planning now for your return."

Radiant Manufacturing Corp., Chicago, Ill., makers of projection screens and photographic accessories, have a program for the proper post-war placement of servicemen and women which is receiving the high endorsement of commanding officers and leaders in the visual training industry. It is not limited to former employees. The object of the Radiant plan is to obtain the registration now of all men and women who are or who have been engaged in visual training, film production and distribution, or who had visual equipment experience before entering the Armed Forces so that those who wish to continue in this field after the war can be located. Lists will be compiled from these files of registration cards and be sent by Radiant to manufacturers, distributors and retailers—to all logical employers of people familiar with the different phases of the visual training field.

Insignificant Trends

SM's bailiff in charge of research on persuasive brand names deposes and reports that one can purchase a cocktail called "The Velvet Hammer" at the Caviar Restaurant in New York, for 60 cents . . . and if you're insensitive to calorie counts, you may have a "Frozen Smile" from the dessert list at the Holland House in Radio City.

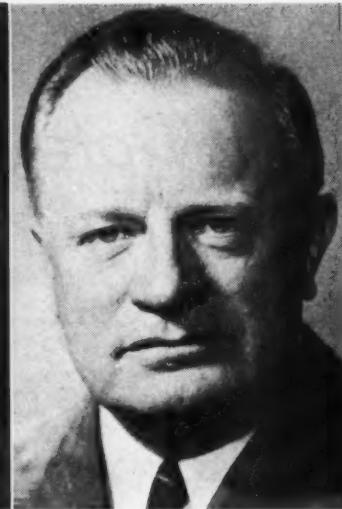
Now do you still want to call your post-war product "Ajax" or "Premier"?



WHITE



POWELL



Doss



LAWSON

NEWS REEL

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H. C. Doss has been elected a vice-president in charge of sales, Nash Division, Nash-Kelvinator Corp. He formerly was with Ford Motor Co., where he served as general sales manager since 1939.

CLAIR L. METZGER, formerly in charge of tractor tire sales, Truck and Tractor Tire Division, Goodyear Tire and Rubber Co., has been named head of a new division exclusively devoted to tractor tires.

JIM BOHRMAN, director of radiator sales for Perfex Corp., Milwaukee, has been appointed manager of the Radiator Division. Mr. Bohrman formerly was associated with Hercules Motors Corp. and with Waukesha Motors Co.

ELMER H. WHITE has been made general manager of the Fuel Cell Division of the United States Rubber Co. In addition to the duties in his new position, Mr. White is general manager of the Footwear Division.

CHARLES T. LAWSON, general sales manager of the Kelvinator Division, Nash-Kelvinator Corp., has been elected a vice-president in charge of sales. He will initiate a major appliance expansion program.

W. A. GORMLEY has been appointed sales manager, Valve Department, American Car and Foundry Co. He has been with the company since 1935, and has been active in the valve field more than 20 years.

EDWARD V. CREACH has been appointed advertising and sales promotion manager, American Chain & Cable Co., Inc., and associated companies, Bridgeport. He has been in charge of all sales promotion activities since 1936.



METZGER



GORMLEY



BOHRMAN



CREACH

ConSOLIDate your selling in **SOLID CINCINNATI**



Mushroom markets may tempt the sales appetite now but the long-range planners are putting their advertising dollars into cities where there's a balanced industrial diet . . . cities such as Cincinnati with its diversified wartime and postwartime industries.

They're banking heavily on The Cincinnati Enquirer. And no wonder. This is the paper that molds and echoes the solid, thoughtful opinions of solid, money-making Cincinnati. To do a better job in this permanent market, consolidate your advertising, carry more linage, more frequently in The Cincinnati Enquirer.*

SOLID CINCINNATI READS

The Cincinnati Enquirer

*For over 100 years, edited for the thinking, doing,
earning, solid citizens of America's most solid market!*

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

[14]

*The Enquirer has the lowest milline rate
in Cincinnati (5000 lines and upwards.)
The largest home-delivered circulation.

SALES MANAGEMENT

Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending April 15, 1944

Where Our Paper Goes

THE MUCH-ABUSED OWI deserves a hand for providing us with a thorough analysis of the production, supply and use of paper and paperboard. Much of it is going directly into the war effort and to maintain a war economy.

According to WPB figures, 38.6% of the country's total paper and paperboard production is purchased and used directly for war purposes, another 33.5% is purchased and used largely to maintain a war economy and the remaining 27.9% is purchased and used to maintain a civilian economy, governmental and private.

While we can all see governmental use of paper that might be curtailed or abolished, the total use of paper and paperboard by governmental agencies other than the Armed Services amounts to only 1.2% of the total supply. The Treasury is the biggest user, with OPA, Agriculture, Post Office and Commerce following in that order. Even if all the platitudinous releases were abolished and even if Congressmen were forced to see their remarks in the Congressional Record greatly condensed, it wouldn't help the over-all picture very much.

Here's how the total supply is divided, paper and paperboard combined:

Armed Services and export	13.2%
War plants	25.4%
Communication, transportation and public service	10.7%
Agricultural products and drugs	17.0%
Construction	5.8%
Civilian manufacturers	13.9%
Retail and household	6.0%
Government, other than Armed Services	1.2%
Miscellaneous	6.8%

Heavy war uses of certain types of paper and paperboard are indicated by the following percentages representing purchases of the total production by the Armed Services and by war plants:

Fine bond and writing paper	61%
Sanitary towelling	53%
Container board	84%
Map and chart paper	99%
Mimeograph	71%
Absorbent paper	63%

The problem of how to get more paper is tied up in the salvage campaign—and the chart on this page shows that we aren't doing the job which must be done. Every business organization and its executives can help and should help.

When the Cut-Backs Come

BUREAU OF LABOR STATISTICS figures show where employment in manufacturing industries has increased most rapidly, and this isolates those spots where business is now at fever heat and also where the biggest headaches are likely to come as war contracts are cancelled or cut back.

There are 20 cities where factory employment is at least

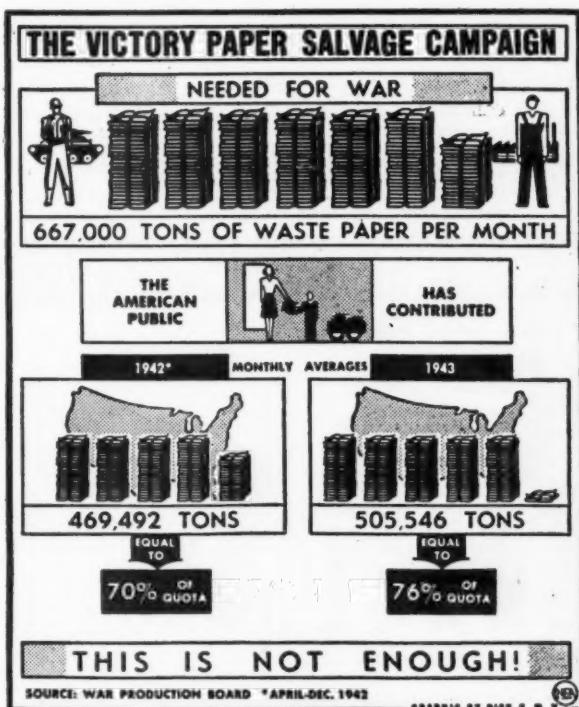
APRIL 15, 1944

150% greater than for the average of 1937. Percentage-wise the greatest increases as of January, 1944, have been in these metropolitan areas: Dallas 228.8; Des Moines 205.4; Evansville 173.9; Fort Worth 311.8; Houston 191.3; Jacksonville 213.7; Kansas City, Kan. 229.5; Los Angeles 213.0; Long Beach 838.1; Miami 164.2; New Orleans 186.3; Norfolk 211.7; Oklahoma City 289.8; Portland, Ore. 326.4; San Diego 448.6; San Francisco 251.0; Seattle 229.4; Tampa 175.8; Tulsa 274.8; Wichita 834.7.

What Wage Earners Think

THE WAGE EARNER FORUM, conducted semi-monthly by Macfadden Publications, Inc., samples wage earner families coast-to-coast. The latest study indicates that a sales tax is preferred by wage earners rather than a further increase in the withholding tax. This question was asked of males: "If it becomes necessary for the Government to raise more money from taxes, which of these methods would you prefer?" An increase in the withholding tax was indicated as preferable by 37.3%, while a sales tax was recommended by 53.5%. Arguments advanced by these workers for a sales tax included *even distribution of burdens, pay according to what you buy, those with surplus money would pay, income tax too high now, and makes one more careful in purchases.*

Wives of the same wage earners were asked a question involving self-service and three points are most significant:



The first item on this page takes the paper situation apart and shows where our paper goes. We don't have enough—but if we all get behind the salvage campaign enough waste paper can be collected to make further rationing of the country's publications unnecessary.

The preference is nearly 3 to 1 in favor of self-service in food buying; the preference is greater in large cities than in smaller ones, and preference is far stronger in the Far West than in any other section.

After the war there are likely to be changes in retail distribution which will greatly affect national brands in lines other than food. In food most manufacturers have found that self-service helps the advertised brand. Will we see a similar development in notions, where 47% of the women say they prefer self-service, in clothing with 28.4, in household furnishings with 24.0 and in drugs and cosmetics with 16.1?

Significant Shorts

"With the Greatest of Ease": The current issue of the Official Gazette of the United States Patent Office describes a device which might be a solution to the vexing transportation problem of salesmen. Patent Number 2,343,489 has been granted for a gadget to be strapped over the heels of regular shoes, consisting of a high, flat heel, inside of which are many springs in the lower section, and another section over which the spring section slides like a coupling. The hopeful inventor argues that a person wearing such heels might spring through the air like a gazelle or leap about like a kangaroo.

Inflation in Check: Eleven of our leading economists, polled by the life insurance companies, agree that efforts to control inflation have been reasonably successful. Their replies ranged from a flat "Yes" to "More effective than we had a right to expect." They viewed prospects for holding prices under a tight rein for the balance of the war as being "fair to good." On inflation prospects after the war there was considerable disagreement, but only a third of them thought the outlook dangerous.

Speaking of Insurance Companies: They're doing right well by themselves this year. Latest bulletin from the Life Insurance Research Bureau, covering sales for the first two months, shows every section up from last year, with the Pacific section up 35% and West South Central in bottom position with a gain of 17%. Never before have the companies found business so uniformly good.

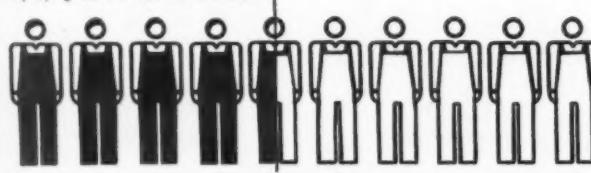
Highlights of Population Shifts: Uncle Sam is worried, and rightfully so, because industry has made a bad

THE IMPORTANCE OF SMALL BUSINESS IN U.S.A.

2 million small businesses



employing less than 100 workers each



The Committee for Economic Development is to be congratulated for appointing a strong committee on the special problems of small business—the 1,000,000 self-employed who work independently with no employees at all and the 2,000,000 businesses which employ fewer than 100 workers each.

job of allocating scarce supplies in accordance with the population shifts since 1940. The situation is especially bad on food, so says the War Food Administration. In the belief that unscientific allocation is not deliberate, but is based on lack of information, the WFA is preparing a 23-page pamphlet giving changes on a state by state and county by county basis for quick and ready reference. Write the WFA at Washington 25, D. C.

Radio Sets Out of Order: Representatives of the War Production Board personally interviewed thousands of radio listeners from coast-to-coast and reported as follows: "The number of homes with sets out of working condition before the war was about 6% of the 90% of all homes in the United States which are equipped with radios. The figure today is only 7.8%." Almost immediately the War Production Board slapped through a program ordering the production of 4,500,000 replacement tubes for civilian radios.

Who Pities the Farmer: Farm lobbyists continue to agitate for higher farm prices, but official figures do not bear out their contention that the farmer is to be pitied. In 1943 the farmer had both the largest gross income and the largest net income in history. The Department of Agriculture reports that the cash income from farm marketing in January totalled \$1,536,081,000, and this does not include whatever may have been paid out in government benefits. Normally January accounts for 7.0% of the farmer's cash year and on that basis 1944 cash income would exceed \$26 billion. In 1943 the total was \$20.2 billion.

Wasteful Annual Reports: In the past three or four months we have heard more criticism of elaborate stockholder reports than about any other use of paper. Perhaps Provident Mutual Life Insurance Company has set a good example in getting out a condensed 4-page report accompanied by a card stating, "If you would like to receive a copy of Provident Mutual's complete Annual Report for the year 1943, just tear off and mail the attached post-card." In the condensed report the company says, "Because our Government has asked that paper be conserved wherever possible, the Provident is sending to each policy owner this condensed summary, instead of the complete annual report for the year 1943. The company, however, has prepared a limited number of copies of the complete report and will be happy to send one if you desire it."

Gobbledygook Talk: You may have read in the newspapers of the blast which Maury Maverick of the Small War Plants Corporation loosed at bureaucratic double-talk, but just to be sure we'll repeat it because the marketing world has its own meaningless terms. It seems that Maverick received a letter which read, "imminent activation of this over-all policy, following experimentation at the local level, is contemplated, the entire program stemming from implementation of sub-section 7, title 11, the code as amended, subject to modifications in procedure based upon precedents." . . . Maury sat himself down and pounded out a memo entitled, "lengthy memoranda and gobbledygook language." In part he said, "The naval officer who wired, 'sighted sub—sank same'—told the whole story. Put the subject matter—the point—and even the conclusion, in the opening paragraph and the whole story on one page. Period! . . . For the Lord's sake, be short and say what you're talking about. Let's stop, 'pointing up' programs, 'finalizing' contracts that 'stem from' districts, regional or Washington 'levels.' No more 'patterns, effectuating, dynamics.' Any one using the words 'activation' or 'implementation' will be shot."

PHILIP SALISBURY

SALES MANAGEMENT

BY

T. HARVEY
MCCLURE



One of the most obvious guides to manufacturers who want to promote their products on the counters of the variety stores is often overlooked—the chain itself! What are its selling methods? Does the chain have standardized window displays and sales helps? Here, for example, are four candy bin cards for the same product as standardized for four different chains: Woolworth, Kresge, Grant, Newberry.

You're "In" the Chains: Now What About the Right Promotion?

Once the hard-headed buyer has said "yes," there's much you can do to capitalize your new opportunity for big volume. This article tells how to exploit seasonal and departmental sales, how to plan window and counter pieces, how to merchandise advertising.

(This is the third article by Mr. McClure on the 5-and-10 market. The first, "More Stores, Wider Lines, Bigger Volume: the 5 & 10s of Tomorrow," Dec. 15, 1943, dealt with the size of the market.

The second, "The Billion-Dollar 5 & 10 Market: How You Can Crash Its Gates," Feb. 15, 1944, explained how to break into the market.

This article discusses the promotion methods needed in the chains to insure repeat business after a product is accepted for sale.—THE EDITORS.)

ONE day the new syndicate store representative excitedly phones you from just outside the buyer's office. He has the O.K. on one of your products. The first step has been made in selling the 5 and 10s.

So you're in. In what?

Well, among other things, you're in competition—in competition with 25,000 other items all shouting for

the attention of the passing shopper; in competition with several thousand other manufacturers all anxious to increase their sales to these chains; in competition with a lot of smart merchandising men, most of whom are much more familiar with 5 and 10 practices than you are.

Being "in" may consist of a sales test in from ten to a hundred stores, or, you may receive permission to sample all stores simultaneously with the issuance of a listing by the buyer. A listing is a notice to the store managers that your product is available if they want to order it. In other words, the managers have permission to requisition your goods. The listing describes the items in as few words as possible with no blurbs, and gives prices and shipping information.

What next? No manufacturer who has the initiative to go after this market is willing to let the effort rest

here. There must be other things to do than just notify the managers that you are ready for business. It has been suggested in previous discussions of the possibilities in these chains that the new supplier will put himself in the hands of the buyer and will work with him in the development of both product and sales. But the buyer is not a wet nurse. He will be glad to talk over and pass judgment on your plans and ideas, and to make suggestions for reducing costs, increasing values, working up promotions and so on. But to really cash in on these opportunities you will want to take the initiative, to learn enough about variety store sales methods to take an active part in making your product a checking list item in the 5 and 10s.

For the purpose of discussion, let's divide the promotional possibilities in these chains into three parts:

First, there are the sales of the chains themselves, seasonal and departmental. The two-month Christmas sale is the biggest of the seasonal sales but there are many others such as Back to School, Vacation Days and Easter promotions.

Departmental sales are also big. This year Home Gardening has spe-

cial significance. Hardware, Hobby and Baby weeks account for a lot of business, and there are also the special weeks as arranged by various industries—Cotton Week, Dairy Week, and even a one-product week, Peanut Week. All of these offer tie-in opportunities to manufacturers in the classifications concerned.

Point-of-Sale Strategy

Second, there are the many so-called sales helps, little devices always effective and useful, depending on the ingenuity of the manufacturer. These are the inside-store efforts, special display arrangements, special labeling, counter signs in the chain's own styles, larger cards which fit the chain's special holders and conform in layout and type style, and window display material.

Third, there are the manufacturer's own general sales plans and campaigns, the national advertising in magazines, newspapers, radio and poster boards, or other media. Be sure to take full advantage of these forces in your syndicate store selling, not only to the consumer but to the entire chain personnel from stock boy to executive.

The first group, the chain's own promotions, are usually preceded by several months of preparation by the departments and buyers concerned or by the whole buying staff and divisional offices in the case of store-wide sales. Lists are combed for new hot numbers. A manufacturer with an idea for improving his product or his line is urged to get it ready for the sale. New packaging and display material are welcomed. Special notice will be sent out to the managers concerning display matter which has been developed for the occasion. Stores are directed to carry complete assortments. Special window and counter space is allotted in the case of a departmental sale. Last year's figures are brought out and quotas set for each store and district.

Manufacturers should find out about these promotions and make sure they are doing everything they are allowed to do to get on the band wagon. For example, one chain has a set of streamers, used as window stickers and hung on wires within the store, each of which names a special product featured in the sale. Special counter space and display are also given to each of these features. Whether your product gets one of these streamers, and the special attention that goes with it, may be simply a question of whether you are willing to guarantee sales on an extra allotment of merchandise. Store managers

have a horror of overstocks after these sales, and most manufacturers are willing to accept returned unsold merchandise in good condition for full credit in order to insure a full display of their products during the sale.

Store-wide sales, not confined to one department, such as Harvest Sales, Dollar Days and so on, offer suppliers another chance to boost volume. There are many special promotions during the year, ending with the biggest and most profitable sale of all—the Christmas buying spree, which starts just before Thanksgiving and ends in the clearance sales of the last week in December and the first two weeks of January. This is so big a part of a 5 and 10 chain's total business that

Meet Mr. McClure

Mr. McClure is a member of the McClure Magazine and Newspaper Syndicate family, and is a graduate of Knox College.

During World War I he served as a naval aviator and with the Hoover Relief Unit in France. Later he returned to the United States to direct advertising and publicity for the U. S. Navy Recruiting Bureau. After that he was made advisor to Secretary of Navy Daniels on the sale of surplus war material, working closely with Louis Howe, Marvin McIntyre, Franklin Roosevelt and later, T. R. Roosevelt, Jr.

He is now engaged as marketing counsel and representative to manufacturers making products for 5 and 10 stores.

plans are made as soon as the goods are in the stores for 1944. Manufacturers usually start work on Christmas lines in January; some have their package designers working in the fall for the season which is still fifteen months away.

Although you may not feel that your product has any Christmas possibilities, the 5 and 10s will quickly prove that you are wrong. These stores, with their bazaar-like atmosphere, bright lights, open displays, low price ranges, and traffic-guaranteeing locations, make every item a possible Christmas present for someone. A piece of red paper ribbon, or an imitation holly leaf will possibly double your product's sales, even though it may be only a package of carpet tacks.

These promotions are the ones which originate in the chain's own sales offices. Their purpose of course is to stimulate business at periods when a little extra push will add volume. The chains welcome your

help, but these promotions are going to go on whether you give them your help or not. The smart supplier will find out when promotions applying to his line are scheduled, and will do everything possible to fit into their plans.

The second group of promotional possibilities is the one which is most often overlooked. This includes the many little things you can and should do in the stores and to your products to speed sales. They may differ with the departments. The bins in the candy counters all show a uniform type of price tag right in with the candy. If style and color conform, a trade name or brand may be included. The manufacturer would have to supply such a card. Each chain has its own distinctive kind of card.

Open counter displays usually have a display card holder at the back of the counter. The section, or end of the counter, also has a rack for a larger-size card, and overhead there may be a holder for a really elaborate sign. The sizes of these racks and card holders are standardized. Most chains use the same sizes, those which cut out of stock cardboard most economically. Standard-size holders are furnished for window cards too, but often easel-back cards are acceptable.

Manufacturers who pack cards with each shipment should make sure that they fit these holders, as well as conform to type, style, color, borders, and so one. But remember, if it does not meet the chain's requirements, your printed matter will be useful only to start fires. No manager would dare to mess up the appearance of his store with a lot of unmatched display cards.

Cooperate with the Buyer

Having provided cards in the proper form and style, approval by the buyer's office, and in some cases by the display office too, is necessary to permit their use. This permission is printed on your listing, or may be suggested in a special letter from headquarters to the stores. However, full cooperation by the stores in the use of this material requires real sales effort on the part of the manufacturer. The display matter may be sent out in separate mailings with letters from the buyers and the suppliers, or included in shipments of merchandise. In the latter case, care should be taken to see that cards are properly packed—possibly in special envelopes describing the contents and their purpose.

None of this material should be sent out without the permission and comment of the buyers. But, and this is equally important, none of it

should be sent out until it has been intelligently fitted into your own 5 and 10 sales plan. One or two cards are not a sales plan, but they can be part of a general effort. Here is where the buyer or sales promotion department of the chain can help. They can tell you what has been effective in the past and help you to design new material.

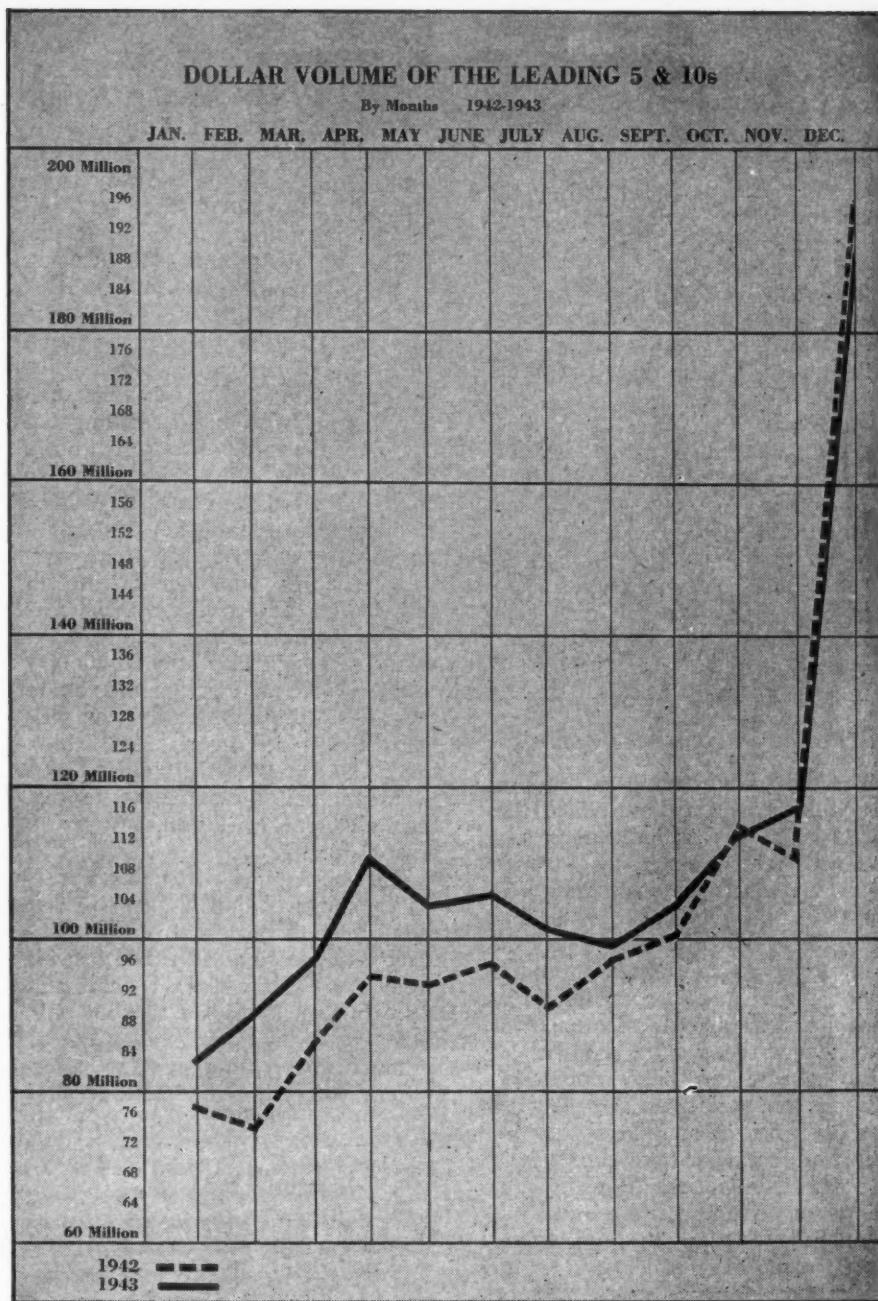
Some chains will be glad to work on setting up window displays. The suggestions will be passed on to their window trimmers all over the country, or to their headquarter's window display expert for incorporation in plans he may have for departmental windows. Often these are laid out at headquarters, photographed and sent on to the stores, to be shown on dates as scheduled by the executive office. Special distributions of leading sellers and of course all items in the window are arranged to coincide with these showings.

Sampling Still Sells

Sampling of certain products is effective and welcomed. A taste of a cookie or candy will result in an appetite for more. A whiff of perfume or a drop of hand-lotion creates a desire to buy. One of the makers of dehydrated soups has been doing a good job in the 5 and 10s as a result of sampling thimble-size paper cups of the product. Years ago one of the big gum companies used this method effectively to break into the five and dimes. Sampling has been effective with floor polish, wall paper, and bobby pins.

Sometimes it is possible to arrange for instructress-demonstrators who are paid by the manufacturer to work as sales girls in stores for two days or a week. These girls may specialize in their own products but usually act as general sales girls, selling anything customers ask for but getting in a plug for their own whenever they can. These girls create goodwill for their own companies through intelligent sales suggestions to other clerks and department heads as well as to customers. Their constant stream of suggestions which go back to the sales offices of their employers are invaluable in catching trends in consumer preferences or information regarding competitive progress.

Probably only one manufacturer in ten makes any effort to devise sales helps for his variety store merchandise. Of those who do, a very small percentage come up with something that really clicks. The best place to work out these ideas is in the store. Once you have been accepted as a supplier, that is, given a listing, per-



Peaks in the sales volume of the 5 & 10s occur during the holiday seasons.

mission should be requested to experiment under actual sales conditions. Possibly all you will discover is that a brighter label is more effective, or that a bigger name, or trade-mark, will catch more eyes. You may find that by clipping your product to a good-size card you can increase its chance of being seen, explain its use, and also improve its appearance. You may develop a display of your product in use—a new coat-hanger, door-catch, garden sprayer, pie tin, shoe tree, or almost any other product, which will give it the edge over a competitive item.

The most extravagant type of store promotion is the permanent demonstrator. Their prominence may be a matter of a few weeks or a long-term

arrangement, a year at a time. Although this type of sales effort is often seen in big city stores and appears to be in general use to the investigator who confines his studies to large population centers, it is really not typical. Probably not one store in twenty-five could support such an effort. Such promotions usually have to be self-supporting to justify their continuance. However, there are cases in which intelligently directed and interpreted demonstrations may be used to set the pattern for less elaborate sales work in smaller stores. They may also give the answer to just how much promotion is necessary to make an item sell, how much expense is involved in cracking a certain size or kind of market. In some of the larger

chains permanent demonstrators are not permitted under any conditions. Others welcome them and allow them to such an extent that their stores take on all the aspects of a county fair in full swing.

It should again be emphasized that the most effective sales helps in 5 and 10s are not the expensive or elaborate devices. A sympathetic study of conditions under which these stores sell your product, plus a little common sense, will give you an idea to play with and to perfect. Once you hit on a successful method of increasing sales, spread it around. The buyer will want all of his managers to know about it and may issue a bulletin on it. Possibly you can work up a special presentation to go out with it to the stores. Be sure the buyer O.K.s it. And once you've developed something that clicks, start all over again, work up another bright idea. You'll find that the second one comes easier.

Promote Advertised Brands

The third important group of promotional efforts are those which take advantage of the manufacturer's contacts with the consumer, his advertising campaigns. Obviously these give a chain store supplier a tremendous edge over non-advertisers. In the open display, take-it-or-leave-it offering of a well known name or trademark provides an effective point of contact with the passing shopper.

In the past few years cooperation between the syndicates and national advertisers has resulted in a great increase of business for both. Such cooperative promotions have big possibilities which in some cases are still overlooked. All of the suggestions already made regarding ways to increase and insure business will be multiplied in effectiveness many times when backed by a good advertising campaign. The chains realize this themselves, and one of their Sales Weeks is devoted to a promotion of advertised brands, sponsored by *Chain Store Age*.

There is no question today of the place on the 5 and 10 counters for advertised products. A glance over the toilet goods and drug section will show that unadvertised products are the exception. Here is the outstanding example of the possibilities for selling branded goods to these chains. The hardware department has an increasing proportion of well known trade names in its assorted line, and in the stationery division such items as ink, paste, pens, pencils, and even paper pads, carry well known names. An increasing share of candies and cookies are advertised, and this will

increase as packaging and wrapping of bulk candies becomes more practical.

All of the ways in which advertising may be used to boost sales to jobbers and retailers in other fields will work in the variety-store relationship. Jobbers and retailers are kept informed regarding advertising to the consumer and urged to cash in on it, to tie up their displays and to stock the products which are being publicized. It will work with the 5 and 10s, too, but it must be handled differently. These chains have regulations prohibiting direct mailings to stores, without permission of headquarters. But the supplier with an effective advertising campaign will be able to get this permission and should do so. He will find that he may circularize stores with proofs of his forthcoming advertising, that he may be able to include the theme pictures of his campaign in 5 and 10 window displays. He will get permission to prepare small pamphlets for the girls who actually sell his product behind the counters, telling them what advertising will tell the shoppers, so that they can give intelligent answers to obvious questions.

The supplier who has an advertising campaign behind his merchandise certainly ought to include in his publicity some mention of the fact that his products are distributed through 5 and 10s. In fact, it may be that his only means of distribution to the readers of certain media is through these stores.

Consider each device already sug-

gested for promotion of your product in the variety stores and then make it stronger by tying it in with your advertising campaign. If your product is clipped to a card, use part of the space on the card to tell about your radio star. If you are featuring some celebrity in your magazine ads, use a picture of her or him on your counter card or on a price tag or even on the label—all obvious tie-up ideas no matter what sort of store you sell your product in, and particularly effective where selling is by display only.

In 5 and 10s the shopper may inspect products on sale without fear of pressure by clerks. All merchandise is there for her to look over as carefully or as casually as she wishes. Your product is there with a lot of others. If advertising has given your product a bit more prestige, glamor or reputation than other similar products, you have the edge on competition.

There are still 25,000 items on 5 and 10 counters. Of these less than 5,000 will account for 75% of the chains' total business and profit. Because these 5,000 are constantly changing, some slipping back into the less important 20,000 and new ones taking their place, there must always be a search for new fast selling and profitable numbers. When you get that listing you have just started selling to variety stores. You're in—in one of the most direct channels of consumer goods distribution, a straight line between two points, the manufacturer and the user. And also, you're in competition.

Campaigns and Marketing

New All-Fabric Dye

Tintex has been developed, after research over the last few years, into an all-fabric dye without increasing its price. The product now dyes Celanese (acetate rayon), nylon and all other synthetic fabrics, in addition to natural fabrics such as cotton, silk, linen, and wool. Although other all-fabric dyes have been introduced in the past, they have been marketed as a special dye at a higher price, points out E. J. Fielding, national sales manager, Park and Tilford, world distributors of Tintex. To publicize Tintex as an all-fabric dye, the company has launched the largest advertising campaign in its history, using newspapers, radio, *The American Weekly*, and the *Chicago Tribune Sunday Magazine*. Charles M. Storm Co., Inc., agency.

Yardley Uses Newspapers

Yardley of London is using newspapers for the first time for its campaign on "Color-light" face powders. Advertisements appear in Los Angeles, San Francisco, Washington, Chicago, Baltimore, Boston, Philadelphia, Pittsburgh, Detroit, Cleveland, Buffalo, and New York City. Running in the Puerto Rican papers, *Illustrado* and *El Mundo*, the campaign features in addition, copy on Yardley's Bond Street toiletries. N. W. Ayer and Son, agency.

Vision in Industry

Chrysler Corp. is using *Life*, *The Saturday Evening Post*, *Collier's*, *Look*, *Time*, *Liberty*, *U. S. News*, *The American Weekly*, and the Metropolitan Group of 17 Sunday papers in a

new four-color, full-page institutional campaign which aims at demonstrating that imagination is the directing force which gives special character to Chrysler Corp. products. Application of industrial imagination will be illustrated in engineering, management, service, and other departments of the business. N. W. Ayer and Son, agency.

Back to Posters

Dodge goes back to its old tried-and-true poster ads, used with success for years on outdoor boards, in its new advertising campaign. Use of this long familiar Dodge blue and white poster with the "gas-pipe" lettering aims at coordinating the outdoor technique with magazine advertising. Agency, Ross Roy, Inc.

Test Powdered Milk Market

Kraft Cheese Co. announces that the four test cities in Texas into which its new Powdered Whole Milk was introduced brought forth favorable consumer and dealer reaction exceeding the company's expectations. Cities used in the test are Dallas, Ft. Worth, Houston, and Galveston. Kraft Powdered Whole Milk is made from a patented process in California and Wisconsin plants. Advantages claimed are ease of reconversion of powder to fluid milk, keeping qualities, flavor of the reconstituted milk, compactness for storage, and shipping. Kraft believes this is the first powdered milk offered to consumers in small pasteboard packages rather than in tin cans. Agency, J. Walter Thompson Co.

Petroleum's Part in War

Veedol, in addition to the considerable space it will take in newspapers during the year, inaugurates a new series of full-page, four-color advertisements, to describe the war work of the entire petroleum industry. First advertisement, entitled "Service Station—With 5-Inch Guns" features a painting of an American submarine being serviced by a tanker at sea, the work of Lieutenant Commander Anton Fischer, U. S. Coast Guard Reserve, who was an observer on the bridge of the Coast Guard cutter Campbell in 1943, during its battle with a German submarine in the North Atlantic. Lennen & Mitchell, Inc., is the agency.

Tangee Promotes Powder

Luft-Tangee (Can.), Ltd., is releasing the largest advertising campaign in their history on their new Tangee Petal-Finish Face Powder. The

Dodge returns to its familiar blue and white illustrative note in its new advertising campaign.



campaign includes national monthlies, English and French rotogravures, daily newspapers, and business publications. Copy theme features the clinging qualities of the powder. Export Advertising Agency, Inc., handles the account.

A Bid For Post-War Sales

Hamilton Watch Co. begins a new series of full-page advertisements which look ahead to the day when jewelers will again sell Hamilton Watches, mentioning Hamilton's war work. Each ad features an important occasion when a Hamilton Watch would be appropriate, carrying the slogan, "A watch worth waiting for." Batten, Barton, Durstine and Osborne, Inc., is the agency.

Urge Wartime Conservation

Sylvania Electric Products, Inc., is running a campaign in industrial and electrical journals, tying in with the Government's efforts to make advertising more useful to the public by aiding wartime conservation. Ads convey, in text, pictures, and diagrammatic sketches, how to test lamps and starters, how to schedule maintenance, how to check ballasts, etc. Arthur Kudner, Inc., handles the account.

Carter Rations Whiskey

Carter Distilling Co. announces a whiskey rationing program, which it believes is the first of its kind, on the heels of a statement by Washington

officials that the black market in whiskey must be eliminated. Carter's plan, according to advertisements in newspapers, is based on a coupon to be filled out by the consumer and mailed to the company. A whiskey rationing book containing six coupons, each good for 4/5ths of a quart of Carter's Ben Franklin Blended Whiskey, will then be sent to the consumer. In turn, the consumer will take the coupon to a local liquor dealer for his rationed allotment, at the rate of one coupon's supply each month. Agency, Midland Advertising Agency, Chicago.

Tubize Talks to Women

Tubize Rayon Corp., New York City, stresses in its campaign aimed at women and running currently in *Good Housekeeping*, *Mademoiselle*, *Harper's Bazaar*, *Vogue*, and *Life*, the need for women workers in essential civilian jobs, war work, and the women's branches of the Armed Forces. In connection with the campaign Tubize issues a small pamphlet, "Where Am I Needed Most?", obtainable by clipping a coupon at the bottom of the advertisement and mailing it to the company. The pamphlet defines a war job, and how to get it, the functions of the women's branches of the Armed Forces, qualifications for joining any one of the branches and brief comments on where and how to apply. Objections usually voiced by the women and their families are dealt with on the pamphlet's final page. The account is handled by Alley and Richards Co., New York City.



"Be generous with display" is Heirloom Needlework's sales philosophy. These displays are typical of the merchandising ideas evolved by this Dritz-Traum subsidiary. The miniatures (above) and the ingenious wool-flame display (left) are simple for dealers to reproduce. And ensemble selling, as in the B. Altman floor display (right), is a key to promoting "packaged" needlepoint sales.

Dritz-Traum Builds a Business On Women's Urge to Sew

All those little "chicken feed" products we call notions are tough to merchandise because they have little inherent glamor. Yet this New York firm has found countless ingenious ways to give them consumer appeal and to arouse dealer interest in pushing them.

BY ETNA M. KELLEY

DRITZ-TRAUM CO., a business founded as the result of the chance meeting of two young salesmen twenty-five years ago, has built a flourishing business on the idea of making it *easy and convenient* for a woman to get everything she needs to complete a needlework project, in one package; and in making it *easy* for retailers to sell such items.

When David Traum and John Dritz started their business, their stock-in-trade was beads. Gradually they added other items, all to be used by consumers for sewing or other handiwork. They really hit their

stride when they took over in 1927 the distribution of Talon fasteners for department stores. This business developed to the point of being handled as a separate entity. In 1930 another division was set up, the Heirloom Needlework Guild, which brought needlepoint and petitpoint to the masses, revolutionizing the methods of merchandising those products.

The war brought headaches to both lines—Talon fasteners and needlepoint. Partly to supplement those broken lines, and partly to help the notions and needlework departments of their customers (department stores) maintain volume, the company has

brought out several other items which are doing very nicely indeed. All are in the Dritz-Traum tradition—"packaged items to help home sewers do a professional job," as the management expresses it. One of these is a set of "Cuddlee Cut-Ups," packages containing materials for making attractive stuffed animal toys, each retailing at about fifty cents. That line was—and is—so successful that a line of "Cuddlee Cut-Up" doll outfits, "Sunny Jack" and "Sunny Jill," was added recently and is following the same prosperous trail. These, like the needlepoint products, are sold through Dritz-Traum's subsidiary, Heirloom Needlework Guild.

Dritz-Traum has also added two new items in the notions field to help the home woman to "do a professional job"—"Irontex" mending tape and "Glide-Tex" press cloth. Another addition to the line, developed as a means of educating girls and young women and inspiring them with interest in home sewing, is the "Peggy" doll dressmaking outfit, consisting of a 13-inch manikin with detachable arms, cloth, thread, thimble, Talon fasteners and McCall patterns for garments fitting the manikin. The sets, retailing at \$1.25 to \$5, come in suitcase-type containers which stand on

counters and make excellent display pieces.

Behind the merchandising of all the products distributed by Dritz-Traum is the firm's conception of its composite market—the average American woman. She likes to do things with her hands. She particularly likes to sew. She has a desire to create beautiful things. But she demands convenience. She prefers to buy everything that goes into the fashioning of a sewing or handiwork project in one department of a store.

This philosophy is apparent in the merchandising of Talon fasteners. Though slide fasteners have been on the market since 1893, they have gained wide acceptance only within the last fifteen years. During that period the product and merchandising methods have been improved. Among factors that helped to popularize Talon have been the making of the product in a form that is easy to apply; making it available in a variety of sizes (small, for neck openings; large, for skirts, etc.), and in a variety of lengths, according to use; and providing instruction with the packaged product.

ing, with instruction—depending upon the store's volume—as to proper proportions of lengths, sizes and colors to be ordered, in line with probable demand.

Packages are highly functional, with cellophane strips revealing a section of the fastener, so that the consumer can check on size and color (thus saving the time of sales clerks); and with the color of the package indicating the length and price. The space on the back of the package is utilized for illustrations of various types of Talon fasteners, from which consumers may learn uses for the product, how to distinguish between the different types (locking and bridge-top styles), and the colors of the packages for each.

Another valuable form of assistance offered by Dritz-Traum is a set of plans for a special Talon Fastener Section, which a store's carpenter could construct without much difficulty.

Through its Educational Department, Dritz-Traum conducts a never-ending campaign to instruct as many people as possible in the art of applying Talon fasteners. Large wall

charts, 8 x 10 instruction sheets and charts with perforations for loose-leaf notebooks, point - of - sale instruction leaflets—all well illustrated with diagrams—are distributed by this department, in line with the company's policy of helping women to do a professional sewing job in the home. That women appreciate this is evident from their willingness to pay ten times as much for a slide-fastener closure as they would have to pay for other types of closures.

The new items for the notions department, Irontex (for mending) and Glide-Tex (for pressing) are being merchandised along the same lines as other Dritz-Traum items. A photograph on the Irontex package shows how the tape is applied with an iron. A list of colors in which the product is available is shown. Additional uses, many of them decorative, are described in literature inside the package. Colors are used for price identification, red for the 10-cent variety, and blue for the 25-cent kind. Shipping cases form counter cartons.

Glide-Tex comes in two weights, for heavy fabrics (59c) and for medium weight fabrics (40c). Again, the lower-price variety is in a red carton, the other in a blue one, to save the salesperson's time. Each package has a window to provide a view of the product. Illustrations show how the product is used.

Wesley Associates handles the advertising for these two items, copy appearing in women's magazines, the needlework press, home economics journals, certain junior magazines, and the business press.

It is Dritz-Traum's policy to enlist the cooperation of other companies in its merchandising programs, whenever feasible. The Singer Sewing Machine



Dritz-Traum's merchandising program for Talon fasteners has also included the dealer. Slide fasteners, often representing 40 to 50% of volume in sewing notions, are important merchandise items for department stores. Dritz-Traum has taken this into consideration and has conducted a constructive program to help dealers increase their volume in Talon.

Members of the firm's sales force know how to apply the fasteners neatly, and how to instruct the store's salespeople in this regard. They are well versed in stock control and can advise dealers on this subject. The company furnishes to its outlets stock sheets for use as guides when order-

This Mother Goose window at Gimbel's is one of Dritz-Traum's merchandising ideas to help dealers increase their Talon volume.

Another aid to dealers is a set of plans for this special Talon fastener section, (right) which can be reconstructed by a store carpenter. City of Paris, San Francisco, has built the display as Dritz-Traum designed it.





Through its educational department, Dritz-Traum conducts a never-ending campaign to instruct as many people as possible in the art of applying Talon fasteners, as well as two newer products, Irontex for mending and Glide-tex for pressing. These two demonstrations typify the consumer response to the Dritz-Traum promotional scheme.

Co. has worked closely with the firm in connection with Talon fasteners, even to the extent of designing and bringing out a "zipper foot" for stitching the fasteners.

Another example of Dritz-Traum's ability to capitalize on women's desire to create beautiful things (if the path is made easy for them) is seen in the development of the company's needlepoint business, handled through its subsidiary, the Heirloom Needlework Guild. Formerly, needlepoint was sold only to the Fifth Avenue trade. What kept it high-priced was the fact that the canvas squares were bought in small lots from European manufacturers who designed them and had their centers filled in before shipment to this country. Dritz-Traum saw that the price could be brought down if the market for the product was widened. By ordering large quantities of each design, it enabled the industry to produce at lower cost. It began by offering the pieces to American women for as little as a dollar—a revolutionary step, and one which was not at first profitable to the firm. But D-T was not trying to make money at that stage. It was concentrating on gaining converts to needlepoint. It knew that the woman who made a dollar item would come back for a two-dollar piece, and that she might progress to a twenty-dollar project.

But the company went much farther than merely giving good value for the purchase price of the materials. It knew that if a woman made a needlepoint footstool cover, and then had to shop around to find the footstool it would fit, and then shop around to find an upholsterer who would put the cover on for her, she might not soon undertake another needlepoint job. The answer, as Dritz-Traum saw it, was to provide the footstool with the

needlepoint. This was true of chairs, benches, and other furniture for which needlepoint designs were available.

To have furniture available for needlepoint customers meant developing sources. The Heirloom Needlework Guild went to furniture manufacturers and asked them to make specific pieces for various needlepoint designs—furniture to be sold in needlework departments of stores. Some of the furniture companies selected were a bit skeptical at first, but the results of the cooperative merchandising program soon changed their skepticism to enthusiasm. Indicative of consumer response to the plan is the fact that one chair, retailing at \$9.50, ran up a total volume of several hundred thousand dollars for the maker.

An "E" for Ensemble Sales

In some instances, the furniture was merely put on sale in the needlework department. Sometimes the needlepoint and the accompanying materials were sold as a unit. A line of "Easy to do" outfits was also brought out. In one package the customer could get the canvas with its needlepoint motif (only the background to be filled in); wool for the background; needle; picture frame and backing; with instruction sheet.

The management of Dritz-Traum believes that display is an effective selling tool, and it makes a practice of working up ideas for good displays, ideas which are passed along to retailers. In the section of the firm's New York headquarters assigned to the Heirloom Needlework Guild, needlepoint (both packages and completed pieces) is displayed in a variety of interesting ways. Buyers who visit the establishment receive inspiration for creating displays of needle-

point and other related merchandise.

One such set of displays consisted of miniature rooms designed by Christine Holbrook of *Better Homes & Gardens*, each with a number of pieces of petitpoint included in its decorative scheme. At this writing, the showroom is exhibiting larger displays, each featuring a definite period.

Heirloom's sales philosophy—*be generous with display*—has been adopted by dealers, some of whom have set up beautiful "Old Masters" departments showing applications of needlepoint. B. Altman & Co., New York City, for example, has an "Old Masters in Needlepoint" department, in which reproductions of famous paintings in needlepoint are hung—*Mona Lisa*, a *Sistine Madonna*.

Before the war, Heirloom had conducted contests, one outstanding promotion of this kind in 1939 having attracted over 3,000 contestants. The winner, who received \$500 for her entry, had never previously worked at needlepoint. Entries were exhibited at Rockefeller Center, New York City.

There have been many headaches for needlepoint in recent years. Before the war the company sent its own designs and patterns to Austria, where design section of each piece was worked. The incomplete pieces would then be returned to America to be sold. When the Nazis seized Austria, the needlepoint manufacturing industry moved to Czechoslovakia. When that country was also swallowed up, the Heirloom Needlepoint Guild turned to Chinese workers. Shipping difficulties interfered, as they later did with the plan of having Puerto Rican workers make the centers. In spite of these handicaps, Heirloom has kept its dealers' stocks in fair condition, and some kind of needlepoint project is available to the average consumer.

How the Coming "Air Age" Will Change Our Pattern of Living

This article is a companion piece to one by the same author which appeared in the April 1 issue, entitled "Tomorrow's Air Age Will Alter Marketing and Distribution." Here we have a summary of some of the important developments we can expect after V-Day.

BY C. C. CAMPBELL

DOMESTIC air transport is destined to grow almost overnight. There are now on file with the Civil Aeronautics Board in Washington applications for over 400,000 miles of new air routes. Just what this means is brought out in the fact that the total mileage of the railroads in the United States is only 238,000 miles.

These applications have come literally from hundreds of quarters, including presently operating airlines, fixed base operators, railroads, steamships, bus and truck companies, and newly created concerns existing only on paper. Many request permission to operate helicopter lines to and from cities to small communities; in fact, within cities themselves. Quite a number of the latter applications have been filed by taxicab companies, department stores, and hotels.

Proposals include every possible type of air transportation, most of which are those seeking to provide feeder airline service, air mail and cargo pickups, passenger, package deliveries, and regional and nationwide networks of local air routes to serve small communities.

Not all applications can or will be granted. However, a number will, and as they prove successful they will lead to later consideration of others now on file.

At present less than 7% of America's communities, cities and towns of more than 2,500 population, enjoy direct air transport. How business will be affected when this ratio is brought up to 50% or more of these localities can be only estimated. Unfortunately, estimates must be made upon a wholly unknown quantity, a development which may take years to make its impact felt upon business, or which may mushroom into a new marketing era overnight.

An executive of the Civil Aeronautics Administration said last month that most predictions about the coming period of aviation expansion necessarily are lacking in breadth of understanding. Reverting to the opening of the automobile era, he pointed out how far short the "under-guestimators" of that day were in anticipating the actual development of the automotive age and how little they understood the manner in which it would change business and social life.

"The difficulty with the 'under-guestimator's' attitude," he said, "lies in the assumption that there is going to be very little new in the future. As the estimators of the horse and buggy days based their observations on the past, so today estimators figure that the main expansion of air traffic will represent a diversion from surface traffic. They further figure that the total diversion primarily for reasons of higher cost, but also for reasons of lower utility, can amount to only a very small fraction of all traffic."

There is indication that certificates will be granted to various applicants for local and feeder services. The Civil Aeronautics Board is expected to outline its policy on this subject this month. Based on that policy it will then examine applications of many proposed local and feeder routes now on file.

A Decentralizing Influence

It is expected that the end result will be that feeder air lines will criss-cross every state in the same manner that the bus and truck operators do now. Eventually, there will be no place so small that it will not have nearby advantages of air transport.

William Littlewood, vice-president, American Airlines, Inc., pointed out the effect this will have on local business. "In the sound economic development of short-haul or local service," he said, "aviation will have a decentralizing influence. This will be merely an extension of the trend already noted in the development of



"A helicopter in every garage?"—well, maybe.

the automobile. The suburban radiuses of cities and towns will expand. A definite back-to-the-farm movement already is being predicted for post-war. And in this picture, the airplane, and eventually other forms of flying, will play an important part."

"Our present methods of marketing and distribution will feel the specific effects of air cargo in many ways," Melvin D. Miller, cargo traffic manager, American Airlines, agreed. "Companies that have been limited in the markets they could economically reach by slower surface transportation will reach out into new sectors. New markets will be created. Fruits and vegetables which always have been picked green to ripen en route, will move overnight to market centers, and consumers who, for the first time, are able to enjoy new flavor and new freshness will continue to demand that these products move beyond the limits practicable with slower transportation."

Capital Will Be Free

In the style market, too, expansion is predicted to mean more sales and therefore more traffic. With faster transportation will come saving of capital needed to do business. A tremendous amount of capital formerly locked up in inventories of retailers and jobbers will be released when the speed of air transport makes it possible to carry smaller stocks, because they can be replenished within hours instead of days or weeks.

Even the most elemental student of business knows that goods in transit are idle goods which cannot earn profit through sale, Mr. Miller explains. Hence, if a national chain organization that today has an average of a quarter of a million dollars' worth of merchandise in transit at all times can use the greater speed of air transportation to cut that average to \$50,000, the saving is obvious.

"A collateral of saving in capital is turnover. Air transportation will make it possible to speed turnover, and greater turnover means more profits and more transactions. Nor will profits increase merely because of more transactions; expenses will be lowered because the outlay per unit of product for cost of capital will be less, and because rentals, insurance costs, handling costs, and even salaries of administrative officials, and overhead generally will be less on each unit sold."

There will be less risk of loss from style obsolescence, price instability, and seasonability.

Air cargo transportation is predicted to bring important changes for the wholesaler and the intermediate distri-

bution center. To the extent that more shipments are made direct from manufacturer to retailer by air, and to the extent that more manufacturers sell direct to consumers, the need for wholesalers and distribution centers will be diminished.

Preliminary testing of area airline operation similar to that which will be made possible through widespread use of feeder airlines has been carried out by two air transportation companies. All American Aviation, started by the late Richard C. DuPont, has been operating for the past four

"I believe it reasonable to anticipate a post-war average of 600 passengers by air per day in each direction between the U. S. and Canada and the British Isles and the Continent of Europe."

Edward P. Warner
Vice-Chairman
Civil Aeronautics Board

"... within the next decade or two, air travel in the United States will assume proportions equivalent to approximately 70% of the present Pullman rail travel."

J. Parker Van Zandt
Consultant
Brookings Institution

years a mail and express service to 115 cities and towns in six eastern states. Communities on its routes range in population from 588 to 112,000, and government expenditure for air-mail delivery is more than made up by the sale of air-mail stamps alone in these communities.

Another example of area airline operation is that of Southwest Airways cargo service, now operated for the Army Air Forces. While much of the extent of their present work is restricted information, it is reported that Southwest Airways has carried more than 1,000,000 pounds of cargo during the first year of operation "without damaging an ounce of the high priority freight destined for air combat and training bases." Southwest's cargo routes radiate from central supply depots and function as area airlines except that they do not carry passengers at present.

In a study made of post-war possibilities, this company emphasizes the role that area airlines will play in reconversion to peacetime economy by accelerating production flow from factory to home. For instance, it is shown

that in the case of small replacements parts for automobiles, radios, refrigerators, washing machines, vacuum cleaners, and other products it will not be necessary for small dealers to tie up money in large inventories, because with air transport these parts can be delivered from metropolitan warehouses within a few hours. Factories can devote more time to complete units, rather than to parts, in order to meet the overwhelming demands of post-war purchasers. It is reasonable to assume also, the study adds, that many manufacturers quick to see the benefits of fast, reliable air service to outlying communities and big cities as well, would soon be establishing plants away from crowded centers, secure in the knowledge that prompt delivery facilities were at their command.

In similar vein, C. Bedell Monro, president, Pennsylvania-Central Airlines Corp. stated that with development of proper types of airline equipment and a balanced industry, air transportation can reach its maximum potential in which progressive reduction of rates will broaden markets tremendously. To adjust this new outlook, he said, is going to take imagination, experimentation, new systems of grading, sales procedures, advertising, and methods of educating the businessmen and housewives of the country.

The Economy of Aviation

He emphasized a reduction in inventory stocks, particularly on expensive items. "This will be made possible despite the somewhat higher cost of air transportation because it will afford the merchant a greater use of his capital and his inventory of so-called dead items will be much lower and consequent sales losses will be minimized. Combined, these two will make air transportation for the merchant a matter of economy."

Because it is certain that air express and air freight will bring about important changes in marketing and distribution methods, businessmen will want to determine how to apply them to their own special problems. The answer to that will vary with different lines of business, but there are some steps which are fundamental with every type.

Certainly each firm, either as a purchaser or vendor concerned with products which might benefit from movement by air, will want to include that possibility in its post-war planning. Competitors are likely to take similar steps. Therefore, trade associations should study the possibilities. A study should be made of new, different and expanded markets and

Paper

and POSTWAR PLANNING

Business seeks through postwar planning to prevent serious depression at home, just as Government puts its international fences in order to avoid chaos following sudden military successes. And paper will play a large part in this postwar economy! Peace will end the man power shortage that causes today's shortage of pulpwood and paper. Paper then will resume its full time job of building our business, minds, health and future . . . and will offer many new services and products developed during the war. Like our servicemen, paper will discard fighting togs immediately and get back to constructive civilian pursuits.



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The air transport suitability of all of a company's products, either manufactured goods or raw materials with which it is concerned, and the possibility of product changes which will enhance that suitability.

Generally speaking, it seems logical that in the immediate post-war period, products which are light in weight and valuable in content will be the first to utilize air transport in volume. For instance, it is suggested that transmission of financial papers of various sorts, jewelry, small fittings, perishable foods, etc., might be among

the early users of air transportation.

That in itself may make some difference in products and packaging. The development of aircraft luggage is an example. Bulky products may be broken down into smaller packages. Dehydration, which has received such an important impetus during the war period, is likely to be more extensively used, permitting shipment of important foods by air. On the other hand, it must be realized that the history of air cargo is by no means confined to objects of small size and weight. For many years, prospectors

and shippers in Canada have sent tractors and heavy mining equipment by air, while during the war airplane shipment of tanks, bulldozers, and artillery has become almost commonplace.

Certain it is that with the release of hundreds, perhaps thousands, of cargo planes from combat zones, and with warplane plants geared to build planes on an assembly-line production basis for commercial air transportation, use of air for merchandise shipments post-war is likely to develop at a furious pace.

Before Pearl Harbor established domestic airlines operated a total of only 365 planes. Since the war airlines, with about half that number, and frequently less, have actually handled as many passengers and as much mail and express as they did with their previous full complement of equipment. This has been the result of better utilization of equipment, relaxation of some traffic rules, and more efficiency.

6,000 New Airports

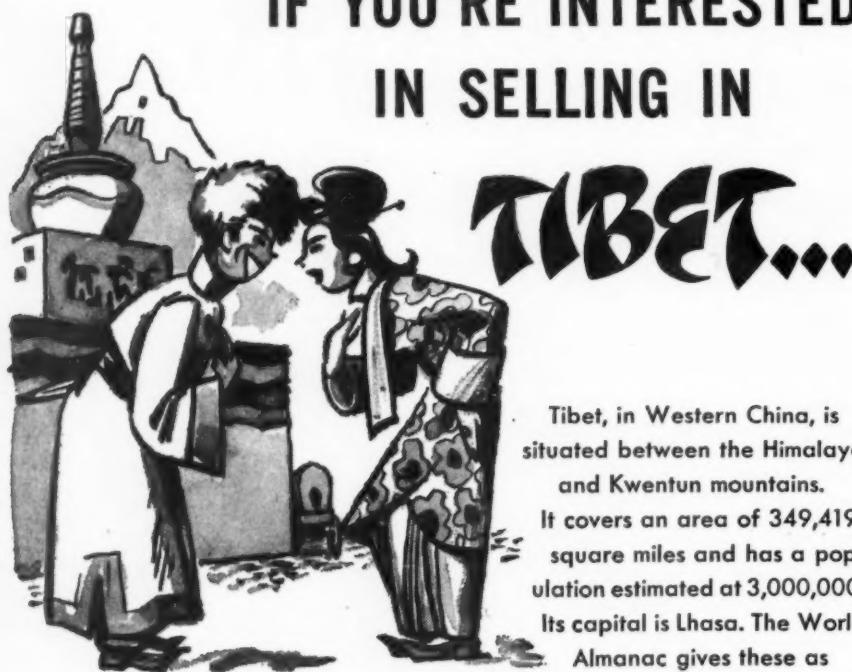
It appears certain that post-war there will be a tremendous increase in the number of people who travel by air. This in itself will have its influence upon many phases of marketing. It may change local buying habits by moving business centers to outlying sections of cities.

In order to handle the vast passenger and cargo traffic expected, many new airports will have to be constructed. The Civil Aeronautics Administration, which must pass on locations and safety features of all airports, reports that plans are definitely under way for the establishment of 6,000 airports.

Inasmuch as each city having air travel, either on a regular route or feeder line, will require airport facilities, this would seem to be a conservative estimate. Many cities will be obliged to erect several airports to accommodate the traffic.

These airports necessarily are to be located on the outskirts of the city. Where more than one is contemplated, they are likely to be built at opposite sides of the municipality. To take care of large crowds of travelers, plans for many airports include the erection of hotel facilities, restaurants, and service shops of all kinds, branches of local department stores, as well as terminals for local transportation lines. Each in itself, therefore, will be to a great extent a self-sufficient community, which in turn will detract from the business volume of centrally-located retail and service business concerns. Decentralization of retail business which began during the auto-

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Such things do not just happen. New instruments of war may appear suddenly on the battle-fronts. But behind them are long years of patient preparation.

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Developing secret military devices is a big job but big forces are busy on it, day and night.

Concentrating on this job are more than 7000 people in the Bell Telephone Laboratories. Its scientists and engineers and their skilled associates form a highly organized team, experienced in working things out.

Today's work for war had its beginning many years ago when these laboratories were founded as part of the Bell System's service to the public.

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era may be rapidly accelerated. Charles I. Stanton, Civil Aeronautics Administrator, said recently that in his opinion, there will be some 400,000 civilian planes in active service within four years after the end of hostilities. More than 95 out of every 100 of these planes will be small aircraft flown by private flyers for pleasure or for business, or both. These flyers will be made up of those who had their own planes before the war, tens of thousands of pilots and aviation specialists coming out of the Armed Forces, and our own younger sons and daughters. "Most of the younger generation are going to fly whether we like it or not," he says.

A Plane on Every Roof?

In the immediate future, he states, there will be three types of private planes. First there will be planes of conventional design, but with greatly improved reliability and performance. These planes will carry from two to eight passengers at speeds of 90 to 200 miles an hour, with a cruising range of four to six hundred miles, and in a price range from \$1,000 to \$20,000, with the great majority at the lower levels.

Next there will be what might be called the "armchair" airplanes, with less performance. They will be slower and less maneuverable but even simpler and safer to fly. Planes of this type were developed and tested before the war, and are sure to be increasingly popular. They will not stall or spin. They will carry two to six passengers at speeds of 90 to 150 miles per hour, and will probably cost \$1,000 to \$10,000.

Finally, there are the more revolutionary types on the horizon, helicopters, rocket ships and roadable planes with folding or detachable wings, at home either in the air or on the ground. How soon any of these planes will be available for general use is still a question. However, these and some of the plane types in the first two groups offer fascinating possibilities for commuting and air taxi service from the larger cities.

The family plane may become quite as usual as the family car. Businessmen will commute 200 miles to work. Residential communities may stretch far into the country, thereby changing the whole economic setup of large cities. The manner in which such development would affect local business, real estate, and other sectors of American business can be readily guessed.

While this may not eventuate quite so soon after the war as some authorities predict, it seems almost certain to become an important part of Ameri-

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- **AVAILABILITY:** Can you ship any merchandise now?
- **WAR WORK:** If you are doing war work what is its significance to the chains?
- **QUALITY:** What features of your products go to prove their quality?
- **NEW PRODUCTS:** Are you bringing out anything new?
- **PROFIT:** What mark-up does your merchandise give the chains?
- **USES OF YOUR PRODUCTS:** Do chain store people know how your products should be used, so they can inform their customers?
- **DISPLAY SUGGESTIONS:** Can you suggest simplified displays that new help can set up?
- **CONSUMER ADVERTISING:** What is its purpose? What is it doing for your chain store distributors?
- **SERVICE FACILITIES:** Is your organization geared to offer any specific service to the chains?
- **RESEARCH ACTIVITIES:** What are you doing to better your product or develop new products?
- **MAINTENANCE SERVICE:** If you make equipment what can you tell the chains that will help them keep it working?



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New York Chicago Detroit St. Paul

can life within the next decade. Even now, aircraft manufacturers are advertising the merits of their planes for private flying. Small planes, used for liaison and observation work by the Army are adaptable without much change for family use. In their present employment, they have demonstrated convincingly their capabilities in flying from any terrain and landing almost anywhere.

With the growth of private flying there will be corresponding development of service facilities. As the automobile was responsible for the universality of the garage and the filling station, so private flying will require corresponding services. And, as the automobile and motorcycle were responsible for a whole catalog of accessories and special parts, so the airplane will help to develop new products and new business.

Manufacturing Scene Shifts

Aircraft manufacture already has changed the location of manufacturing centers. While much of it has been done in the Detroit area, which may be expected to revert to automotive manufacture after the war, aircraft plants have been erected in other sections of the country. The West Coast, for instance, has been changed from a tourist section with some industry into a vast industrial area second only to Detroit in number of industry-made products, industry workers, and shipments. In the South, new aircraft plants have changed the whole economic structure. At Marietta, Ga., for instance, one of the largest factories in the world is now making bombers. In Kansas and Missouri agricultural sections, plane manufacturers have trained thousands of rural and small-town people to operate machines and to produce both finished planes and the parts for the world's greatest new bombers.

Post-war reaction can be anticipated. While some areas will return to their former general status, it is probable that they will have been changed permanently to become centers of industry. The effect upon local merchandising and upon new demands of industrialized communities can be only guessed, but certainly the change will have its direct influence upon business plans not only in sections directly affected, but upon marketing programs of all business throughout the country.

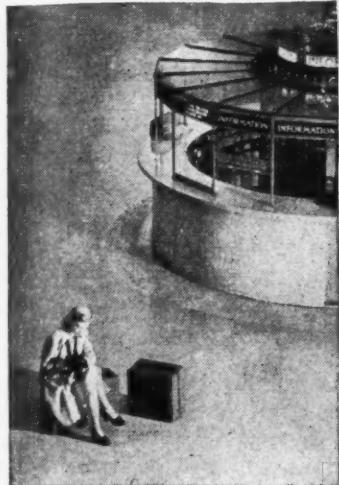
It is considered that for each person directly employed by airlines or in the service of private flying, at least ten will be needed to build airplanes, engines, accessories, instruments, and prepare aviation gasoline and rubber tires.

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EVERY PICTURE, every caption helped to give this story flesh-and-blood reality. PARADE stories are expertly pre-edited — plotted in advance. More about PARADE's editorial methods next month.

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405 Lexington Ave., New York 17, N.Y.
135 So. La Salle St., Chicago 3, Ill.

N. A. T. D. Retrains Distributors' Salesmen for Post-War Selling

As a paramount step toward attuning the tobacco products distributor to the post-war economy, the National Association of Tobacco Distributors is setting up a Salesmen's Post-War Retraining Program formulated by Joseph Kolodny, executive secretary.

Wholesale tobacco distributors provide a continuous flow of tobacco

products to more than a million retail outlets. While tobacco products embrace about 75% of the total sales of the average wholesale tobacco distributor, he also provides a major channel of distribution for sundry merchandise, such as confectionery, razor blades, playing cards, pocket knives, sun-glasses, clocks and watches, pipes, and many other items.



**"Nay, Nay, Romeo!
I Love Thee, But . . ."**

CAN YOU imagine Juliet turning down Romeo? No?

Then can you imagine our turning down more than 200,000 lines of local, national and classified advertising in one month? Well, we had to do it.

Over a 10-year period Cincinnati Post lineage grew—and grew—and grew! Then bang!—it collided violently with the wartime paper restrictions. Today we simply can't

print editions big enough for our advertisers' needs.

We have, however, worked out a fair plan for dividing the substantial amount of advertising space available. Even in these difficult times, our advertisers can count on an equitable share of Cincinnati Post space with which to get their share of Cincinnati business.

For further details write today to W. C. Savage, National Advertising Manager.

★ More than half (53%) of Metropolitan Cincinnati reads The Post . . . more than 230,000 Cincinnati read no other evening newspaper. You can't cover Cincinnati without The Post.

The



Cincinnati Post
CINCINNATI 2, OHIO

Represented by the National Advertising Department of
Scripps-Howard Newspapers

Data, based on statistics of the United States Department of Commerce and of the N.A.T.D., reveal this over-all picture:

Number of tobacco wholesalers	2,717
Number of salesmen employed	13,700
Number of delivery trucks	11,275
Annual sales of tobacco products by tobacco wholesalers	\$1,428,542,000
Annual aggregate sales (approximate)	\$2,000,000,000
Percentage of spot cash sales	34.3%
Percentage of credit sales	65.7%
Average aggregate inventories (2,373 wholesalers)	\$46,338,000
Average aggregate customer accounts receivable (1,772 wholesalers)	\$52,524,000
Retail tobacco outlets	Over 1,000,000

"Facilities of the wholesale distributor must be brought into play in an aggressive manner," warns Mr. Kolodny.

Program Anticipates Change

"Patently, the mechanics of distribution are sales mechanics. Thus the function of the wholesaler principally revolves around his sales staff. However, our Salesmen's Post-War Retraining Program encompasses much more than the sales function alone. It anticipates changes which are certain to take place in the broad fields of production and distribution. It would be foolhardy to assume that sales processes will remain static while everything else undergoes climactic change.

"It quite obviously requires a different approach in selling nationally advertised products, as contrasted with the marketing and the promotion of non-advertised quality products.

"In the years just preceding the war it became apparent that the attitude of many wholesalers and retailers toward an appreciable number of nationally advertised products had become one of indifference and even enmity. It was the era when the clash between the independent retailer and his competitors, the super-market and chain store, reached a crescendo. The continuance of such a condition after the war must be regarded as explosive.

"While representative department stores, large chain stores, and new super-markets make training of personnel a specialized art, the average independent merchant who may have been a craftsman in some field of endeavor, has not had the opportunity to acquire that training.

"To the wholesaler, the lack of merchandising experience of the independent merchant is disturbing and challenging. He cannot callously disregard it because his own existence depends upon the survival and the success of the independent merchant. Fundamentally he is a salesman for the manufacturer's products. Should



Comix Forfendus*

HABITAT: Almost extinct, but still to be found nesting in some swivel-chairs, directing big business.

IDENTIFICATION: Usually has pet product under wing, accounting for popping vest buttons, obstructed view.

VOICE: Sings product praises through advertising preferably in "exclusive" magazines. Wouldn't be caught dead, advertising in comics (Heaven forfend!) because of imagined lack of dignity.

CHARACTERISTICS: Proficient in production and distribution. But in advertising, by passing up *Puck-The Comic Weekly*, sometimes misses plums at its feet.

Ah, well . . . what a small difference a few feathers make! Take them away, and strangely enough you have the spit-and-image of the business man who sometimes figures the same way—who simply ignores the influence and high position of the comics. Actually, comics today are winning commendation from admirals and generals for building morale, for helping training. Comics are influencing Bond, Scrap and Red Cross drives. And *Puck-The Comic Weekly*, grandpa of all comics, is producing results more phenomenal than ever for the nation's foremost advertisers.

Your advertising could not find better company than in *Puck* . . . "Blondie and Dagwood" . . . "Skippy" . . . "Donald

Duck" . . . "Flash Gordon" and the others . . . cartoon favorites of America's millions, ready to work for *you*!

When you plan advertising, remember these facts:

1 . . . More men, women, youths read comics than any other entertainment feature. *Puck-The Comic Weekly* reaches 20,000,000 people in over 6,000,000 homes through 15 great Sunday newspapers, coast to coast.

2 . . . Your ads are read; *Puck* accepts only one advertisement on a page.

3 . . . *Puck* produces results. The Lambert Pharmacal Co., manufacturers of the nationally famous Listerine Tooth Paste, began advertising exclusively in "Sunday Comics," September, 1942. Playing a major part in the successful sale of this nationally known dentifrice was *Puck-The Comic Weekly* in which Listerine Tooth Paste advertising has appeared every other week since September 6th, 1942.

Sales-minded executives and their associates will find it profitable to listen for 45 minutes to *Puck*'s analysis of "Your Customers of Tomorrow," a constructive presentation chock-full of sales information. If you wish to have it presented before a group of your executives, write or telephone to: *Puck-The Comic Weekly*, 959 Eighth Avenue, New York, or Hearst Building, Chicago. * *The Swivel-Chair Bird.*



"The Injured Pup"

When you want to know
GO TO AN EXPERT

WHEN YOU COME to buying papers, the expert would, naturally, be your printer.

Ask him about Rising Papers. We're confident of his reply. Good printing depends very considerably on good paper... and for many years these same experts have depended on Rising quality for the finest results.

The price is the same as other quality papers. Among other lines: Rising Bond (25% rag), Rising Line Marque (25% rag), Finance Bond (50% rag), Rising Parchment (100% rag). The Rising Paper Company, Housatonic, Mass.



ASK YOUR PRINTER—HE KNOWS PAPER

[40]

he, as an employer, fail to grasp the need of elevating the merchandising capacity of his customers, then his salesmen logically will fail likewise."

Sixteen Services

The N.A.T.D. post-war retraining program offers these services:

1. Provide the distributor with a formula whereby he may chart his post-war course to determine: (a) if, on the basis of his war experience, he should expand his operations; (b) if it is practical to attempt to retain—even at the risk of loss—the artificially expanded volume resulting from the war economy; (c) if he should seek new franchises; (d) if he should enlarge his sales organization; (e) if he should expand his territory; (f) if his capital is adequate for expansion.
2. The employment of an expert in sales management whose services will be available to the wholesale tobacco trade.
3. Employment of an expert in retail merchandising who will be available to the wholesale trade and to retailers.
4. Train the distributor's sales staff in basic principles of retail merchandising, equipping salesmen to counsel retail customers.
5. Furnish the retail trade with tested methods of store modernization.
6. The development of ideas for effective wholesale and retail merchandising.
7. Provide distributors with marketing service, indicating potentialities of various types of merchandising and advising on economic trends.
8. Help wholesalers to train salesmen so that it is administered by management but does not itself administer management.
9. Teach distributors and sales managers the proper technique of conducting enlightening and inspiring sales meetings.
10. Impress on the wholesaler the need of employing a sales organization sufficiently adequate to provide a complete distribution and sales service without depending on manufacturer's missionary men.
11. Impress on distributors need for ascertaining whether it is wiser to retrain entire staffs or employ some new personnel.
12. Point out to progressive wholesalers the wisdom of establishing model retail stores and adopting a plan of inviting customers periodically to a demonstration of methods of streamlining merchandise.
13. Train distributors to acquire a comprehensive precept of the meaning of complete distribution and promotion service.
14. Provide all-inclusive distribution facilities for franchised products.
15. Impress the distributor with the wisdom of refraining from any obligations which he cannot fully discharge.
16. Dispel the illusion that the success of the distributor's salesmen depends upon canvassing the largest possible number of retail outlets every day.

SALES MANAGEMENT

Sell Your Brand—but Sell Also the Prestige of All Name Merchandise!

Crown-Headlight believes that our most precious asset for the post-war period will be advertised brand names which, to the public, mean standard quality. The company urges teamwork on the part of brand sponsors in selling this idea—particularly to retailers.

WHEN the war ends, perhaps even before, goods-hungry America will be flooded with off-brand merchandise long before the makers of established name brands can supply theirs.

This is a contingency which should be faced by every manufacturer and distributor of commodities for which a reputation has been built up over a period of years. Facing it, how is it to be met?

The Answer: Push Brands

It can be met, in our opinion, only by selling a policy with the merchandise. That policy in a nutshell is promotion of branded merchandise of known and proven quality and reputation—not only the maker's or distributor's own merchandise, but all sound "name" merchandise. As we see it, a manufacturer who manufactures quality merchandise, brands with his name, and sells it at a fair price—even if he is technically a competitor—is in the broadest sense our friend, not our enemy. The enemy of both the manufacturer and the distributor is the fly-by-night maker of no-name goods who in the long run cheats the worker who is also the consumer.

The implications of this point of view are often difficult for the narrowly-trained salesman to understand and act upon, but he can be made to understand them, as we have proved and are continuing to prove. We proved it first during the period of the great depression and we expect that "schooling" to stand us in good stead in the coming post-war period—whether depression does or does not accompany it.

We shall start the post-war era with an advantage we did not have at the start of the depression. We believe, and we are telling our salesmen, that this wartime period has done more to convert dealers of every class to the policy of handling good brands than any education that has gone before, excellent though it may have been. One of our aims is to keep this advantage, and not allow it to be swept



BY
EZRA JOHNSON

*Manager, San Francisco Branch
Crown-Headlight Overall Mfg. Co.*



away in the flood of anonymous, brandless commodities which may be offered before long to a public starved for nearly every type of merchandise.

How can we do this? By training our salesmen now and training them consistently in a broader approach to selling, by teaching them to sell the dealer, who in turn will sell the consumer, on the inevitable relationship between branded quality, fair prices, good wages, and between cheap goods and low wages. For the past decade and a half we have taught our salesmen to sell not only our merchandise which we believe is high quality, but the honest goods of all our fellow businessmen who make and sell according to fair standards.

To illustrate what I mean, it will be necessary to tell something of our selling history.

We distribute Crown-Headlight

work clothing here on the Pacific Coast, with ten salesmen operating from key points. In addition, we have one man in charge of an agency in Alaska, another in charge of an agency in Hawaii. Incidentally, we have not laid off any men during this war period.

Anyone who remembers 1930 will know what we were faced with. It was natural for us to ask, "Shall we take a chance of holding our business by continuing to make and promote better work clothing, or shall we be guided by the opinion of many dealers who advise us that if we wish to remain in business we will have to lower our standards and make price merchandise. Dealers told us almost with one accord that they could not sell higher price work clothing. They believed it. I'm afraid our salesmen believed it too. When we made the decision to stick to the quality idea we had to sell ourselves first and keep ourselves sold.

Salesmen Go to School

We did this through informal gatherings. If the wives of the salesmen wanted to come, they were welcome. The wife of one of our men called it "going to school." What we tussled with in our classes may best be illustrated by going out into the field where our problems loom up:

We are in a men's clothing store that sells, in addition to the standard items, various items of work clothing. We would see all around us on the shelves, on display, in the windows, Mallory hats, Florsheim shoes, Stetson's, known makes of suits. But in the work clothing section there's the cheapest stuff obtainable, carrying no label, probably made in sweatshops. It seems to us logical to ask this dealer, "Why do you maintain your store as a quality store in all departments—shoes, hats, suits, ties, shirts—featuring standard brands, then switch to the cheapest no-brand stuff in your work clothing department?" the usual answer is: "Oh, that's just work clothing. Our customers won't pay the price for good overalls or for good work shirts."

Then we try to make this dealer see that the shoddy work clothing pulled down the tone of his whole store. "The working man—or his wife—will remember your store by the work clothing purchased there. If it turns out to be inferior quality, that will

THANKS For Your COOPERATION

Newsprint rationing has brought about many new problems. One of the most disturbing is the limited amount of advertising space available in each of our daily and Sunday issues.

In order to permit our advertisers to present their sales messages consistently to Akron Buyers, we are compelled to shift insertion dates and ask for extended optional dates.

Advertisers and Agencies have been most kind in helping us rearrange our schedules . . . such cooperation more than deserves our thanks.

AKRON
BEACON
JOURNAL

Represented by:

STORY, BROOKS & FINLEY

New York Philadelphia Chicago
Cleveland Los Angeles Atlanta

condemn the reputation of your store as a whole. A tie may be bought for its style and its color—the way it *looks*. Work clothing is bought for comfort and long wear—how it *feels*. Isn't it as important, therefore, to stock and promote quality work clothing as it is good brands of dress clothes?"

Believe it or not, these arguments worked in enough instances to make them worth repeating. Take another instance:

How to Sell Quality

One of our men is showing a dealer a sample of our waist overall. "The price is too high for our clientele," says the dealer. The salesman looks around and sees that the merchant has in stock a few high-grade competitive overalls. Says our salesman: "Suppose you take the buttons and labels off those overalls, pile them up beside another lot with the buttons and labels still on—which would you sell the most of?" Nine out of ten merchants reply to this, "Of course we'd sell more with the names and buttons on."

We had the experience of proving this same fact to a buyer in a large department store. This buyer believed he had to stock work clothing which was competitive with that offered by the chains, even though he knew that these same chains used such items as "come-ons" and loss leaders. The average independent merchant tried to compete with these chains by offering work clothing as low in price but not so good in quality. Our department store buyer had the same psychology. Like the independent merchant, he was afraid to put out a higher price work garment. He thought it would frighten working people from the store.

We went to that buyer with a line of work shirts priced at \$13.50 a dozen. He laughed at us. His work shirts ran from 29c to 98c each. He thought he couldn't sell a \$1.65 work shirt. Bear in mind, that was back in the deep depression days.

We measured off a small space on a display table big enough to show a stock of our quality shirts. "According to the rental paid here, high as it is, this space I have measured off won't cost very much, will it? Suppose you permit me to demonstrate that a dozen of these shirts, with a price-mark of \$1.69, will sell as fast or faster than the cheap anonymous brands." To clinch our argument, we offered to buy back any of the dozen not sold, at the *retail* price. This little test was made nearly twelve years ago, during the depression, but the better shirts sold faster than the cheaper ones. That store has been our customer ever since and has built up a tremendous business with our merchandise.

Even with these demonstrations of our theory, the pressure on the side of cheap goods was strong and we had to keep on selling our salesmen consistently. I'm not pretending that we were able to convince every dealer, but we convinced a substantial number of them so that in the ten years between 1931 and 1941 our sales volume went up more than 400%.

An interesting point is, that we convinced them more often by using other standard brands for illustration than by steadily talking up our own. We drilled into our salesmen this fact: "Makers who uphold a high type of merchandise are our friends, not our enemies. If a merchant is stocking and pushing *any* line of cheap, shoddy, unlabeled merchandise alongside of ours, he is doing us and himself a disfavor. We want him to sell our good work clothing—but don't stop there. If it's a good idea for him to do that, it's a good idea for him to sell good brands of merchandise throughout his store. Make him see this. If you find him selling shoddy shoes, don't think it's none of your business, and don't think he won't appreciate your over-all interest in the long run."

Over-all Interest Clicks

A salesman who is too narrow to grasp this point of view will not be a useful salesman after the war. That's why we are emphasizing it now as strongly as we did in our first years in business. It is not in the nature of the average salesman to bother about the other brands a merchant stocks in his store. Yet, we have found that if a salesman convinces a dealer that he is interested in his success as a whole, the dealer will trust that salesman.

It is not enough for our man in the field to say to a merchant: "Don't stock sweatshop merchandise." He must be made to see why it is bad for him and bad for everyone to stock such merchandise.

In one of the darkest years of the depression I personally called on a men's clothing merchant in a lumbering section. We had not been able to sell him our overalls. I started in on the subject of quality. "What's the price?" he asked. I told him. He came back at me with—"You've got a lot of nerve to expect me to sell overalls at that price to people who are walking the streets looking for work and little chance of getting it."

Now when a potential customer talks like that to a salesman it is not usually good sales psychology for the salesman to bounce back at him. I'm not recommending the technique I used in this particular instance, and maybe I would have been gentler if



"Me and 'Tex' Roden? Say-we've been like that for years!"

Smart man, Mr. Roden. President of Harold H. Clapp, Inc., and knows a good thing when he sees it.

Take me, for instance. I'm a typical Cosmopolitan reader. I'm under 35—married to a swell guy—have two young youngsters (who eat a lot of food—most of it nationally advertised)—and I've got enough money to warrant your careful consideration.

Any wonder Cosmopolitan has been on the Clapp list for their famous baby foods for the past 7 years?

But young—that gets him!

Like I said before, Mr. Roden's a smart man. He knows that I'm young

enough to still be forming brand preferences. He knows I've got my eye peeled for the best buy for ME all the time. Young enough so that I'm not an old fuddy-duddy when it comes to reading about new and different products. Young enough to TRY what interests me!

Plenty of us under-35's!

The majority of Cosmopolitan readers are under 35. That's easy to understand. Cosmopolitan is *designed* to appeal to us young ones.

Plenty of good fiction. I've read many a best-seller in Cosmopolitan long before it *became* a best-seller. I get a kick out of that.

Why don't *you* get to know me like Mr. Roden does? No matter what you are selling it's a pretty safe bet that I'm one of your best prospects, and once I'm your customer, I'll *stay* your customer for years. And so'll my kid sister. And my baby daughter.

Perhaps you'd better tell *your* story to me.

Cosmopolitan Readers are YOUNG!



Cosmopolitan is where
you'll find that
whopping high percentage
of us under-35's.

Cosmopolitan Readers have MONEY TO SPEND!



Always have had—
they have now—and you
can expect them to
have it in the future!

Cosmopolitan

GREAT WRITING MAKES GREAT READING!

APRIL 15, 1944

[45]

THEY GET 7-BILLION FROM A FEW MILLIONS

They get it from a market many of their big competitors have overlooked. Perhaps, you, too, are overlooking the 7-billion dollars spent yearly by American Negroes. So find out how advertisers in Negro field are reaching biggest markets at littlest costs. Write to Interstate United Newspapers, Inc., 545 Fifth Avenue, New York 17, New York, and be ready for some startling, profit-revealing facts.

the merchant had not ended up with: "Do something to help get those men jobs and maybe I'll be able to buy your overalls." Observing that he no doubt had penitentiary merchandise in stock and knowing my man, I said: "How are those men walking the streets with no money, looking for work, going to find work so long as you merchants buy goods from the penitentiary? When you buy goods made by free American labor, not made in prisons and sweatshops, maybe a public earning fair wages from honest manufacturers who are not

ashamed to place their name on their goods, will be in a position to pay you a good price for what you sell." I told him that our company employed union labor at good wages, that a contract had been signed with the workers in 1903 and there had been one in effect ever since, and that we had never had a strike or a lockout.

This merchant had a sense of justice. I'm glad to say that he subsequently became a customer.

A throw-away of which we distributed a quarter of a million illustrates the attitude that I believe must be inculcated in salesmen, and through them in dealers and the consumer if we are to deal adequately with the post-war flood of off-brand goods which I foresee. This throw-away was a double folder which a merchant could insert with bills mailed to customers. One side read: "The money that you spend with us bears the signature of the Treasurer of the United States. The merchandise that you buy from us bears the signature of the most reputable manufacturers in the United States." We had window cards made, using this same copy with an arrow pointing to a one dollar bill. On the inside of the folder the brands handled by the merchant were listed. Our own name and trade-mark appeared prominently, together with the dealer's name. The throw-away was printed in quantity by us and sold to dealers at a nominal cost.

We are selling these ideas now with the future in mind. If they stood up during the depression years, we believe they will help us in the post-war era. If conditions post-war are good, the wise merchant will promote good brands. If conditions are bad, it is not likely that they will be worse than they were in the depression. In either case, promotion of standard brands of merchandise—all standard brands, not only our own—is a safe bet.

ROCKFORD



OVER THE TOP ... and how!

4th WAR LOAN PURCHASES

48%

ABOVE COUNTY QUOTA
(One of the Highest in the Nation)

This great reserve fund for post-war buying assures a continuance of today's retail sales volume, now the highest in history.

METROPOLITAN POPULATION 111,000
A. B. C. CITY and RETAIL TRADING ZONE 377,854

Best Test City in the Mid-West
ROCKFORD 2nd largest city in ILLINOIS
(OUTSIDE OF CHICAGO)

A CITY OF HOME OWNERS with DIVERSIFIED INDUSTRIES

ROCKFORD MORNING STAR...ROCKFORD REGISTER-REPUBLIC
Ruth Hanna Simms, Publisher



Ready: New Survey on Building Material Dealer Inventories

**American Builder offers first quantitative analysis
of war time inventories and post war buying needs.**

- Covers 43 building materials and products.
- Analyzes inventories and post war requirements by 9 regional breakdowns.
- Shows actual quantities of each item needed merely to restore 1941 inventories.
- National totals by geographical regions.



FREE SURVEY reports product inventories of Retail Lumber and Building Material Dealers. Special interpretive analysis on request (see example below).

43 Products Grouped by Relative Scarcity

* (Figures shown are quantities needed by retail lumber and building material dealers to restore 1941 inventories)

1 Most difficult to obtain and needed in largest quantities merely to restore 1941 inventories:

Builders' Hardware \$14,171.516	Metal Lath 7,392,746 sq.yd.
Copper Flashing 4,984,050 lbs.	Softwood Flooring 271,044,290 bd.ft.
Fir Plywood 419,510,568 ft.	Steel Sheets 1,380,368 sqs.
Garage Doors (Up. Actg.) 233,998	Tools \$2,971,904
Hard Board 100,913,750 sq.ft.	Wood Lath 10,597,310 bdls.
Hardwood Flooring 163,955,500 bd.ft.	Wood Shingles 7,077,674 sqs.
Lumber 4,923,195,522 bd.ft.	Woven Wire Fencing 26,178,012 rods

2 Non-strategic materials readily available, plus others temporarily scarce due to use as substitutes for currently scarce competitive products:

Asphalt Shingles 2,371,880 sqs.	Insulation, Wool 326,019 ctns.
Building Paper 1,613,125 rolls	Kitchen Cabinets 104,395
Composition Siding 645,602 sqs.	Lime Plaster 2,737,315 bags
Gypsum Board 147,932,850 sq.ft.	Medicine Cabinets 185,186
Gypsum Plaster 1,950,876 bags	Millwork 11,576 crld.
Insulation, Blanket Type 561,292 rolls	Portland Cement 6,032,060 bags
Insulation, Board Plank 31,603,707 sq.ft.	Prepared Paint 3,318,944 gals.
Insulation, Board		Roll Roofing 3,448,390 rolls
Sheathing 174,178,851 ft.	Sash Cord 668,252 hanks
Insulation, Dry Fill 658,464 bags	Wall Board 150,797,886 sq.ft.
Insulation, Lath 62,786,416 sq.ft.	White Lead 5,634,545 lbs.
Insulation, Mineral 822,272 bags	Window Glass 450,364 bxs.

3 Scarce items (including some carried by a relatively small percentage of dealers) which have excellent current and postwar possibilities:

Asbestos Shingles 552,975 sqs.	Linoleum 742,425 sq.yds.
Circulating Fireplaces 40,046	Metal Sash 458,428
Factory Finished Flooring 17,546,310 bd.ft.	Wall Paper 5,798,155 rolls

* These national totals on each product are broken down in the Report (available on request) by 9 geographical regions, number of yards that will buy, regional totals, and averages per yard.

Would You Like a Special Interpretive Analysis Pertinent to Your Product?

American Builder's Research Editor will be glad to give you his interpretation of some of the variables relating to any product in the list opposite. He is in possession of much detailed information that enables him to interpret the published Survey figures as they affect competitive products and related items. He can explain some "out of balance" figures in terms of specific territorial conditions.

For example: GYPSUM BOARD. Total figures show that 36.8 percent of the dealers need gypsum board . . . an average of 17,725 square feet per yard. Projected nationally this means that 8,346 yards (out of 22,681) need 147,932,850 square feet of gypsum board to restore their inventories to 1941 levels. The percentage figures showing the number of yards that will buy fall below the national average in seven out of nine regions. The abrupt jump takes place in the Mountain and Pacific regions where 46.4 percent and 64 percent of the yards respectively indicate a need for gypsum board. This sharp increase is due to the fact that an extraordinary number of war houses were built in Southern California last year with the result that the entire output of Pacific Coast gypsum board mills was absorbed. All available stocks were used and stocks in adjoining territories were partially drained off in order to meet urgent demand.



If you are in a real hurry for a copy of this survey, the American Builder man in your territory will be glad to rush one to you.

Chicago 3, Illinois: 105 West Adams St. • New York 7, N. Y.: 30 Church St. Cleveland 13, Ohio: Terminal Tower • Ann Arbor, Mich.: 1080 Stein Road Washington 4, D. C.: 832 National Press Building • Seattle 1, Wash.: 1038 Henry Building • San Francisco 4, Calif.: 300 Montgomery St. • Los Angeles 14, Calif.: 530 West 6th St. • Dallas, Texas: P. O. Box 1808.

APRIL 15, 1944

American Builder, Research Department 1-E,
105 W. Adams Street, Chicago 3, Illinois

Please send my free copy of "American Builder's Inventory Survey."
 Please send special interpretive analysis of

(Building material or product in which you are interested.)

Name _____

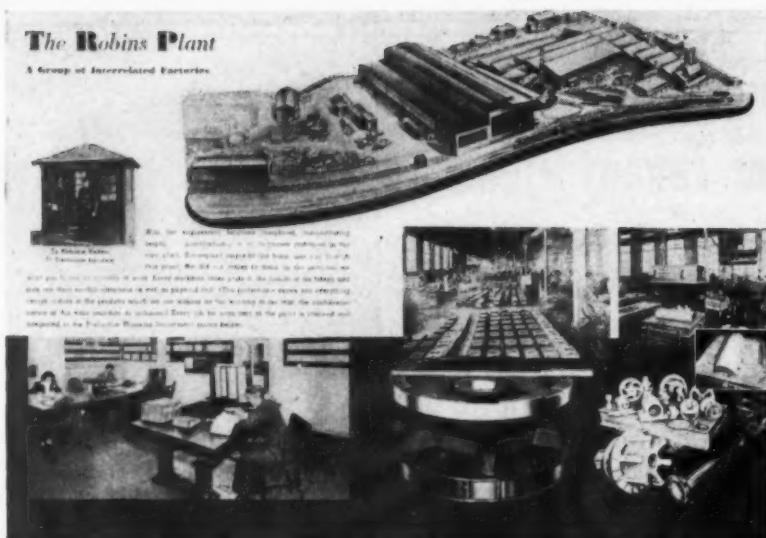
Position _____

Company _____

Street _____ City & State _____

The Robins Plant

A Group of Incorporated Factories



These pages are typical of the Robins folder designed to carry the story of its products and services to the market and to interpret for employees the significance of their various jobs and the value of their efforts.

Robins Booklet Does Double Duty As Industrial Relations Tool

BY EDWIN M. PERRIN

*Advertising Manager, Robins Conveyors, Inc.,
Passaic, N. J.*

LEVEN months of almost continuous work went into the preparation of our new booklet, "This Is Robins." It has a twofold purpose; to make known to prospects and customers the products, services and policies of Robins Con-

veyors, Inc., Passaic, N. J.; and to impart that same knowledge to the company's own employees.

Behind the decision to produce this piece of institutional advertising lay the changing of the firm's name last April, from Robins Conveying Belt

Co. to Robins Conveyors, Inc. The original name, in use since the firm's founding in 1896, had grown out of the invention of the first rubber belt for conveying iron ore, for Thomas Edison, by Thomas Robins. But, since Robins' belts are manufactured by an affiliated company (Hewitt Rubber Corp., Buffalo), the name had long been a misnomer. When it was decided to discard it, the management felt that there should be a transitional link, in the form of a fine specimen of printed matter, to establish in the minds of members of the firm's market the development of "Robins the pioneer" into "Robins the modern designer, manufacturer and erector of machinery for handling bulk materials." Of almost equal importance was the objective of interpreting to the company's own personnel its present-day function—its peacetime and wartime contribution to modern civilization. This was important, because, from the nature of the firm's business, its employees—individual workers in a highly departmentalized plant manufacturing industrial machinery—might find it difficult, without the aid of management, to realize the value of their respective efforts.

The tone of the book was set by the conviction that if Robins' prospects and customers could visit the plant at Passaic they would have a good idea of its scope and facilities. Since the company has a world-wide market, this is obviously impossible except in a few instances. So it was decided to take the plant to its market.

Pictures Tell the Story

Printed by lithography, the book measures 8½" by 11", and has 24 pages in "steamship fold"—which means that the inside really consists of two 50-inch lengths of paper which fold up into the 8½" by 11" format. The colors are black and white, and the distinctive shade of the brick building—the red which appears also on the covers, and again on the inside pages as solid masses break up the black and white of the photographs and text. There are also upper and lower borders of robin's egg blue on the covers. The inside covers are unusual—montaged lithographic treatment of photographs of the firm's products, in two colors, red and black, toned down to a 40-degree intensity, giving the effect of pinkish gray. Leonard Luce designed the booklet.

The booklet is highly functional. Pictures tell the story. Approximately 100 photographs are shown, most of them the work of Al Denhardt, industrial photographer, Passaic. The retouching was done by J. A. Leopold,

PEORIAREA

Complete
Coverage

Where Post-War Prosperity Is Assured

PEORIAREA'S huge manufacturing output is now all-out for war. But, almost without exception, its plants are producing their regular peace-time products, adapted for war uses. Come V-day, they'll immediately swing back to top-speed civilian production . . . without a conversion lag.

★ 85,000 Daily Net Paid Circulation

(*Estimated Minimum*)

20c
per Line
Daily or
Sunday



PEORIA JOURNAL..STAR

PEORIA NEWSPAPERS, INC., AGENT

National Representatives . . . WARD-GRIFFITH CO., Inc.

SALT LAKE CITY
DETROIT

SAN FRANCISCO
ATLANTA

CHICAGO
NEW YORK

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Where do people get most of their information?

To find the answer, look about you...for it is everywhere.

Never have there been so many and varied sources of information. Yet never has there been so great a demand for newspapers as there is today...and never have people read their newspapers more eagerly or more thoroughly.

People live today in a world of problems...problems far too complex to solve with a smattering of information. That's why they're relying so universally on newspapers...not only for news that's full and clear as well as fast, but also for practical wartime guidance in a form that can be quickly understood and kept and referred to again and again.

That, in turn, is why the Government is depending so heavily on newspapers today to convey its urgent messages to the people.

All this is what gives the newspaper the unique and unprecedented values it offers advertisers right now. All this is what makes newspaper advertising an indispensable tool as you face the continuing problems of advertising in time of war.



This advertisement, prepared by the Bureau of Advertising, A.N.P.A., is published by The Memphis Commercial Appeal and The Memphis Press-Scimitar in the interest of all newspapers

Unusually Competent Advertising Executive Seeks Position

A creative industrial advertising executive, aged 40, seeks position as director of advertising, marketing and sales promotion for large manufacturer located in the West or Mid-West.

Applicant is graduate mechanical engineer, with a background of valuable experience as sales engineer, advertising manager, technical copy writer, and is now an advertising agency account executive. He is a practical creative thinker, good organizer, sound planner, and can get things done.

His experience includes the advertising and marketing of machinery, fabricated parts, process materials and supplies in domestic and foreign markets. For several national advertisers he has written complete marketing plans, initiated advertising themes, handled public relations programs, and directed the preparation and production of technical catalogs, product literature and other comprehensive printed information.

In reply please state duties and responsibilities of position, remuneration, and size of advertising staff.

Box 1072, SALES MANAGEMENT,
386 Fourth Ave., New York 16, N. Y.



*"And we want you also to carry one of these first-aid kits
— you'll find prospects pretty tough to get away from!"*

**21 YEARS OF
Leadership!**



New York City. With few exceptions, the photographs are unposed. Considerable care was taken to catch the workers in normal attitudes.

In planning the booklet, the needs of the recipients—potential users of Robins products—were kept uppermost in mind. This can be seen in the arrangement of the contents, which take the reader through the various departments to "The Final Step . . . Erecting," which is one of the company's functions. Another instance of consideration of the use to be made of the book is the allowance for the punching of holes for binding in the binder that Robins provides to its customers and prospects, for the firm's sales literature. Another instance of attention to the use to be made of the piece is the arrangement of "The Products of Robins Conveyors," in illustrated catalog form.

Since the plant's physical dimensions are large, and since the work is highly departmentalized, many workers—new ones especially—fail to realize the significance of their particular job and how their efforts fit into the finished products and installations of the firm. Therefore the booklet is used to inform workers on this score.

In order to get the greatest possible value from the booklet as an industrial relations tool, it was mailed late in the afternoon, so that it would arrive at the homes of employees in the morning—after members of the 7:30 shift had left for the plant, and while members of the 4:30 shift were still sleeping. Their wives, naturally, would open the envelopes, and there was a good chance that curiosity would impel them to examine the booklet carefully, and that they would call it to the attention of their husbands, thus increasing its attention-value. Copies were also sent to Robins employees in the Armed Forces.

Another example of attention to the industrial relations aspect of the book is the fact that it was deemed best not to make a point of mentioning the unionization of Robins workers, but to let an illustration answer any question that might arise on this point. Therefore, on a page which deals with the "Idler Shop" (where Troughing and Return, Plain and Ball Bearing, Roller Bearing, Rubberdisc and many other types of Idlers are produced), there is a photograph which shows in the background a bulletin board with the word "Union" clearly visible.



Are ads like these still necessary?

A year ago, when Victory seemed a good deal farther off than it does now, few people had time to look beyond the actual winning of the war.

Today, an increasingly large number of business people are devoting an increasingly large part of their time to postwar problems.

That's fine. But—the war is not yet won. Many *wartime* problems are still unsolved.

For instance, in the very vital matter of food, we are still only a jump or two ahead of the sheriff. If anything happened to decrease America's food supply this year, the United Nations would face extremely serious difficulties.

So—Victory gardens must be increased this spring. America must learn more about not wasting food. Extra farm help must be secured at peak seasons. And perhaps most important, rationing—and the public support without which it cannot work—must continue.

There is still a food problem. And it's one in which advertising has been and can continue to be of tremendous help.

Other examples come readily to mind:

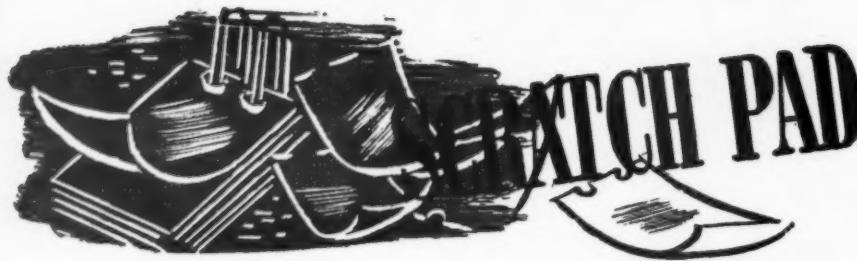
More War Bonds must be sold. More women must be persuaded to take the jobs which will be vacated by more men who will be in the Services by July 1st. Currently, the Office of War Information lists about 30 projects, all bearing on the prosecution of the war, for which public support and education are needed. All projects, in other words, in which the potent force of advertising can be used.

Obviously, we're going to have wartime problems as long as we have a war.

As a matter of fact, the quickening tempo of the war is intensifying many of these problems. And the need is for *more* war advertising—not less.

Young & Rubicam, Inc.
ADVERTISING

New York • Chicago • Detroit • San Francisco
Hollywood • Montreal • Toronto



In peace and war alike, the advertising business has become accustomed to suspensions and cancellations of Summer schedules. The theory, I suppose, is that people quit reading ads, quit listening to commercials, quit buying, quit eating, and literally hibernate during the Summer. If there is a goofier notion in the whole of American business, please write me.

I meant to say sooner that our offensive in the Carolines was the neatest Truk of the week.

Which reminds me: A Suchard chocolate-bar headline talks about the "Neatest trickle of the week." Ho, hum!

Gone-With-the-Woodwind Dep't: The War Between the States may now be declared officially and finally over. With my own ears, I heard the Philadelphia Police Band playing "Dixie" in the old Union League.

Stopper by Permutit: "How to drink sea-water . . . and live!"

Nrr—"Do hoptoads make love?"

Wrr—"Sure. Just the kiss of the hops."

A Welshman, I presume, writes it: "Lloyd's of Llondon."

In the x-ray department of Philadelphia's Osteopathic Hospital, I thumbed through a year-book while waiting for a shot of roentgen in a calcified shoulder. One page showed student-nurses practicing on a wooden dummy in bed. The dummy is known as "Mrs. Chase." That's the part I don't get. Why is she "Mrs. Chase"?

Grey-Rock breaks out with a sing-song theme in the automotive papers: "Balanced Brakes Have What-It-Takes."

Hugh Parker writes to tell me a true story about the power of consumer-advertising. It seems that he was in one of the local pubs in New York when a lady of not-too-tender age walked in.

"My room-mate is sick," said she to the bar-keep, "and would like a small glass of whisky."

Said the bartender: "I'll give you a shot of rye-and-bitters."

"Is that whisky?" asked the maid-lady.

"Sure; everything back here is whisky."

"Oh-h-h!" oh-ed the old girl, "I thought whisky was Four Roses!"

"Washington may scoff at us," Hugh concludes, "but the public gets around to reading our stuff once in a while. It sort of makes us feel adequate for a change."

Bob Stokes relays a yarn about a couple of effeminate men who got into a heated argument, as they are said often to do. One of them withered the other with this line: "How dare you lower your voice at me!"

"Here," says an old friend, Col. Ralph Strassman, "is a challenge to advertising to enlist the American public in an all-out, civilian effort." He refers to a war against waste, and offers four musts for civilians: 1. Take care of what you have. 2. Buy only what you absolutely need. 3. Salvage what you can no longer use. 4. Share with others what you have. Okay, Colonel. I'm standing at salute.

This classified ad turned up in the *Cleveland Plain Dealer*:

College Graduate, 32 years old. I am lazy like to sleep till noon, then get out and sell a bill of goods between 1-5 P. M., come back with the largest order in the organization. Sales are my line. What am I offered? Going! Going! Gone! To the highest bidder. I have references, too. Box 25480.

What, asks a correspondent, ever became of that French heel, Laval?

Just in fun, in case anyone asks:

Nrr—"Like the Lux Radio Theater?"

Wrr—"Just run of de Mille."

Jim Gallagher says he thinks the war will go beyond the duration.

"Employe" is a cold, impersonal word. It smacks of regimentation. I nominate it for the cannery. In these days of an awakened social consciousness, no one wants to be called an employe. Let's say "associate" or something equally democratic.

Schneidereith & Sons, Baltimore printers, quote General Montgomery's advice to his officers: "Except ye utter by the tongue words easy to be understood, how shall it be known what is spoken?" That is from St. Paul's first epistle to the Corinthians. Pertinent advice for officers . . . and copy-writers.

• • •
Writes George LeDell: "Since Truk, all reports indicate increasing jitters on the part of Tojo. Could be ants in Japants?"

• • •
At Poor Richard, Bill Neal, Chairman of the Public Relations Council of the American Bankers Association, described a statistician as "a man who can draw a mathematically straight line from an unwarranted assumption to a foregone conclusion."

• • •
Recaps rush in where tires fear their tread.

• • •
A daily column is a daily grind, but it has advantages in the matter of timeliness. Frinstance, I wanted to say of a certain Senator from Kentucky that his barkley was worse than his bite; but Walter Winchell beat me to it. Ho, hum!

• • •
There is more sense and less slop in the war-time advertisements of Warner & Swasey, the lathe people, than in those of almost any other advertiser I can think of at the moment.

• • •
Patiently, I inquire for a pair of Abbott Sportoccasins, size 10-B, the most comfortable things I have ever had on my ample dogs since I was in my crib. They seem to have disappeared from the market. Out our way, anyhow.

• • •
War does strange things to a fellow. I have just run a washing-machine with the heavy clothes for the first time in my life. I wouldn't want to take it on as a weekly chore, but I do find machinery somehow fascinating. However, don't start sending me your laundry.

• • •
Aside to Jim Shirreffs, president of S & M Lamp Co.: Thanks for the swell box of Sniff's California Dates . . . a date not to be sniffed at, as the gal-friend says.

• • •
My own screwball version: "Mairzey Doats and Table d'Hotes and Ellington & Ivey."

T. HARRY THOMPSON

SALES MANAGEMENT

Marketing PICTOGRAPHS

Planned by
Philip Salisbury,
Executive Editor,
and designed by
The Chartmakers, Inc.

POST-WAR PLANS OF LOS ANGELES AND PITTSBURGH WOMEN

In Los Angeles 62% of women will continue to work

Women working in Los Angeles area war plants—a 3% sample—were asked,

"DO YOU INTEND TO CONTINUE WORKING AFTER THE WAR?"

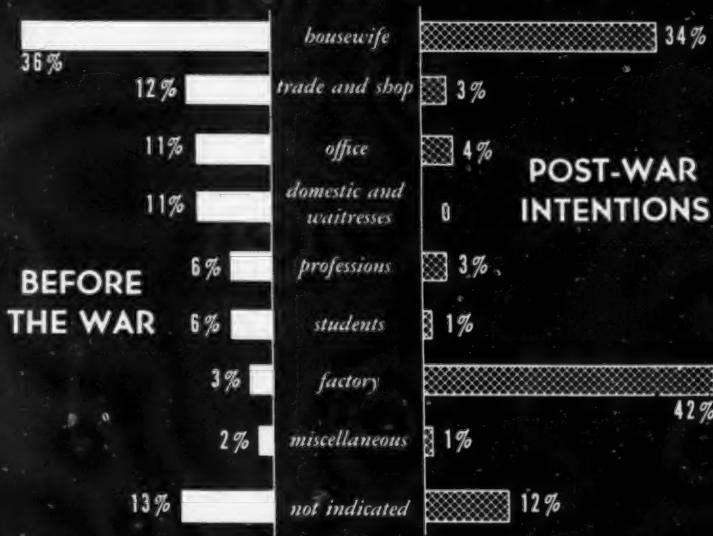


YES 62% **NO 38%**

Source: Research Committee, Los Angeles Chamber of Commerce
February, 1944

PICTOGRAPH BY
Sales Management

They were asked their former line of work and whether they intend returning to it.



Pittsburgh women vote on SELF-SERVICE

Trained interviewers questioned 2,352 women shoppers in ten of Pittsburgh's largest stores and asked them a number of questions about their post-war wishes and plans. One question was, "Would you like to select your own merchandise and serve yourself in the following departments?"



Source: Pittsburgh Press, March, 1944

Alabama
WMOB

Arizona
KTAR

Florida
WMFJ
WFTL
WJAX
WLAK
WIOD
WDBO
WSPB
WFLA
WJNO

Georgia
WSB
WMOG
WRBL
WMAZ
WAYX

Indiana
WISH

Louisiana
WWL

Maryland
WJEJ

Missouri
KXOK

New York
WEAF

North Carolina
WISE
WBT
WBIG
WPTF
WGTM

Ohio
WKBN

Pennsylvania
WMRF
WFBG
WJAC
WCED
WPIC
WJPA
WKPA
WISR
WMBS
WHJB
WWSW

South Carolina
WCSC
WIS
WFBC
WSPA

Texas
KTSM

Virginia
WCHV
WKEY
WBTM
WSVA
WINC

Washington
KHQ
KRKO

West Virginia
WBLK

Also ten stations
in Canada, and
one in Hawaii.



62 STATIONS BROADCAST "MODERN ROMANCES"

FIFTEEN-MINUTE dramatizations of stories from Modern Romances are broadcast, as often as three times weekly, over 62 radio stations in the United States, Canada and Hawaii. The programs are sponsored by Southern Bread Company, Colonial Biscuit Company, West Disinfectant Company, and other leading advertisers of household products.

These broadcasts "sample" the unusual editorial fare of Modern Romances to millions of prospective readers. Paper scarcity limits the ability of these new readers to find Modern Romances on their newsstands. Most of them have to borrow copies from their friends. This substantially in-

creases reader traffic per copy—an important plus-value for today's advertisers in Modern Romances, one of the three Modern Magazines.



DELL PUBLISHING COMPANY, INC.
149 MADISON AVENUE, NEW YORK 16
World's Largest Publisher of
Mass Magazines and Books

SALES MANAGEMENT

PROFITS OF THE FOOD MANUFACTURERS

Rate of Profit Down 35% Since 1939

A favorite pastime of anti-business intellectuals is to weigh a package of processed food—corn flakes, for example—and then work out the price per pound and compare it with what the farmer gets for corn. They make the food processors out to be robbers.

They ignore two facts: that it takes expensive plants and

machinery to turn corn into flakes—and that the price of processed foods is far more steady than raw foods.

Prices of processed foods have gone up very little since the war,—much less than other foods—and this is reflected in the financial statements of the 50 largest companies. Sales volume has soared, but the rate of net profit to sales has dropped 35%.



Source: *Grocery Manufacturers of America*,
March 5, 1944

Stockholders know profits are Lower

Every year General Foods goes to its stockholders for advice on how to run the business.

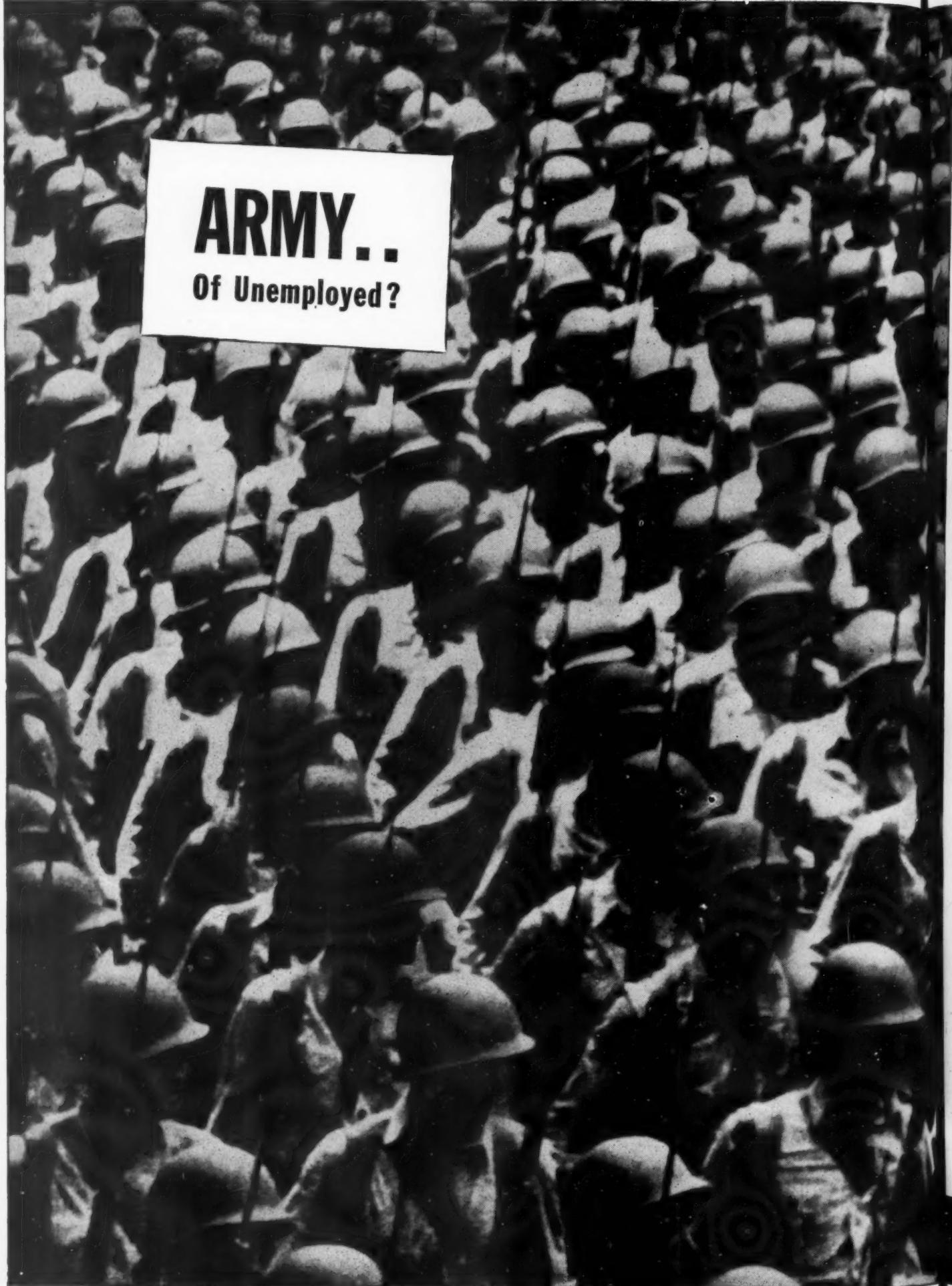
One of the questions this year was, "In your opinion, are leading food manufacturers now making:"



Source: *Third Annual Stockholder Survey*,
General Foods Corp., January, 1944

PICTOGRAPH BY
Sales Management

4-15-44



ARMY...
Of Unemployed?

The Big Question Your Advertising Must Answer

Part and parcel of the Baruch-Hancock Report is the fact that failure to prepare *now* for peace—in time of war—may prove as disastrous as failure to prepare for *war* in time of peace!

The Crux of the Problem:

50 billions of dollars annually are going into things we'll *stop* making when peace comes.

There's no question about our ability to make an amount of peacetime goods close to that sum. But *advertising* must face the challenge of *selling* it. Advertising is the only selling force in the world big enough, powerful enough, cheap enough to make *enough* customers—to make *enough* jobs.

But let's be reasonable. Is it practical—possible to think of markets for peacetime goods that size? We think so. Here's why:

Under war, the bulk of the nation—the Wage Earners—have become the principal consumers of most goods. Yet, this has been no "silk-shirt" prosperity for them. One quarter of their earnings has gone into savings. And these hungry dollars represent the nation's biggest backlog of war savings—which, it is estimated, will total more than 135 billion dollars by war's end.

In a nutshell—if *your advertising can keep this biggest market buying—you keep it working. Keep it working—and you keep breadlines, relief, regimentation in the bygone shades of history.*

New Faces

But industry must face the fact that these Wage Earners are, for a large part, newcomers to brand names. To *keep* them buying on this new scale, *your advertising* needs a warm-hearted introduction—a place at the family table—where selling takes on the believability and authority of good words from a good friend.

Becoming such a friend of Wage Earner millions has been no simple job for the editors of Macfadden Publications. How they searched out—and found—a way to the heart of this vast market is one of the major publishing "scoops" of the last 25 years.

Through what has come to be called "*the common touch*" they discovered the art of seeing the Wage Earner's problems in the language he and she spoke, with the realities he and she believed in.

What happened is read into the record in two unmistakable ways. First, the records of one of America's leading research organizations reveal—in check after check—the advertising pages of Macfadden magazines to be better read than the same pages in other magazines. Further, the Macfadden Company *sells* more magazines, issue by issue, on the nation's newsstands, than does any other publisher of adult magazines.

The Obligations of Leadership

Macfadden Publications have become the meeting place for the Common Man in America... a great advantage—with great obligations. Realizing this, the Macfadden Company pledges:

To furnish to Industry a means of communication with Wage Earning America through magazines which enjoy reader confidence, loyalty, and respect. To maintain our service to Industry as the most authoritative private source of knowledge and understanding of these people—upon whom Industry—and, indeed, our entire economic system as we presently know it—must depend.

"The Common Man, well-informed, working with good will, is the greatest force in producing the America we want."

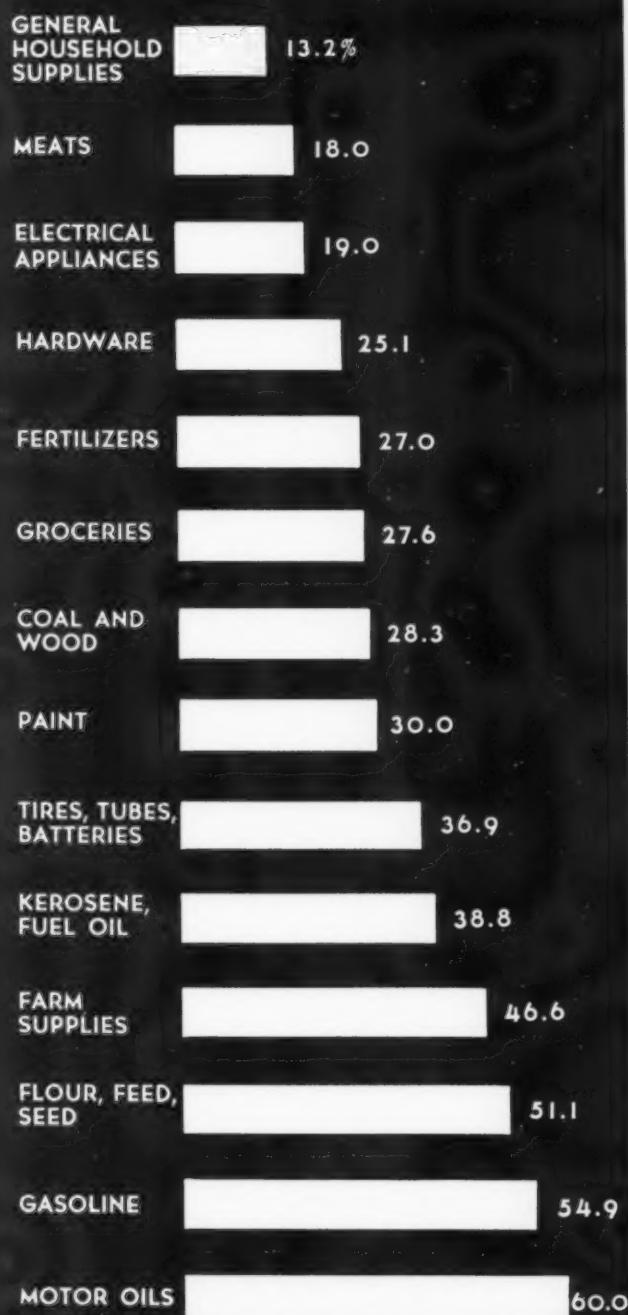
MACFADDEN PUBLICATIONS, INC.

TRUE STORY · THE MACFADDEN WOMEN'S GROUP · THE MACFADDEN MEN'S GROUP

Reaching one-half the Wage Earner Magazine reading families

RETAIL CO-OPS AND WHAT THEY SELL

A new directory of Consumer's Cooperatives lists 4,500 in the merchandising field. The commodities handled are not listed by sales volume, but here are the leading fourteen in percentage of stores which handle them.



Source: U. S. Department of Labor

PICTOGRAPH BY

Sales Management

4-15-44



GROWTH PATTERN IN NUMBER OF FAMILIES

Census experts have mapped out the estimated number of families from 1940 to 1960. War will slow up the formation of families this year only.

Number of Families (Millions)



Source: Bureau of the Census, Series P-1943, No. 2

PICTOGRAPH BY

Sales Management

This Bird is your best customer

• Naturally, we know you're neither a supplier of furnishings to a zoo, nor a distributor of necessities to an aviary. Only figuratively do we ask you to accept the emblem of the United States, pictured here, as the symbol of the American he so perfectly typifies.

This American is neither a Jeeter Lester, content to exist in a shack on Tobacco Road, nor a Stuyvesant De Pester, satiated with the flesh pots on Park Avenue. He's the John Jones of Main Street, U. S. A., a meat-and-potatoes sort of guy who, multiplied by millions, constitutes our great aspirational middle class . . . the most permanent and productive market for your products.

John Jones, his wife, their family are the progressive people of your community, the pay-their-bills, strive-and-thrive, victory-garden-neighbor sort of folks whose substantial purses provide the firm foundation for your profits.

These people dictate the publishing policy of **THE AMERICAN MAGAZINE**; their ballots, cast at the newsstands, elect and select the editorial balance we maintain between instructive, constructive articles, on one hand, and fiction by the best contemporary authors, on the other.

No! **THE AMERICAN MAGAZINE** is no accident! Its editorial inspiration is derived from the aspirations of the multi-millions of "people who give a damn". That's why far-seeing advertisers have come to regard it as their happy medium to America's middle millions.



1
4.2
ENT THE CROWELL-COLIER PUBLISHING COMPANY
250 PARK AVENUE, NEW YORK 17, N. Y.



THE HAPPY MEDIUM TO AMERICA'S MIDDLE MILLIONS

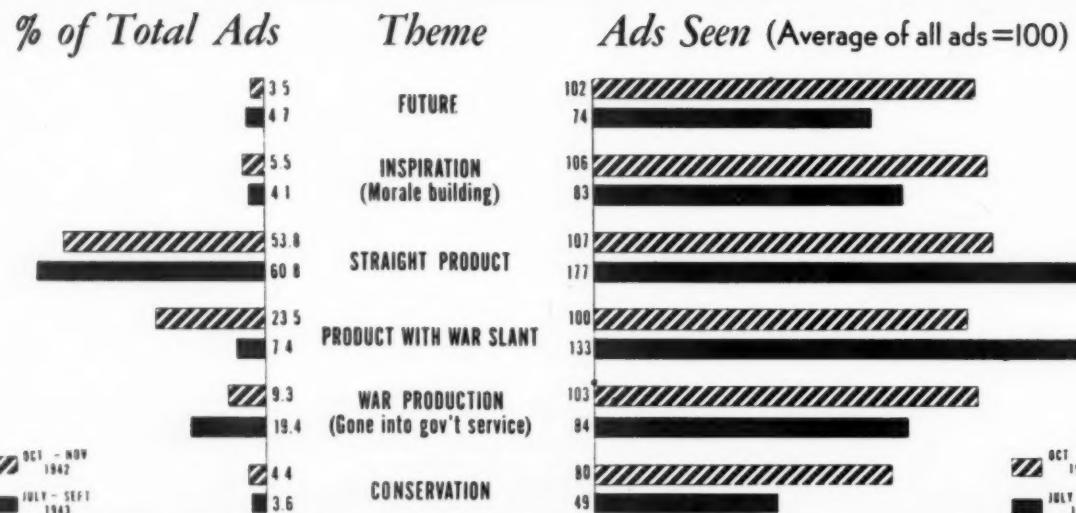
APRIL 15, 1944

[65]

WAR PRODUCTION ADS GAIN IN USE, LOSE IN READERSHIP

Continuing quarterly studies are being made by the Association of National Advertisers on the readership of magazine advertising.

The most recent period analyzed readership of 4,688 ads during July-September 1943. Here are comparisons with the first period (October-December 1942) for the six classes of ads.



Source: Association of National Advertisers, March, 1944

Most significant changes: great increase in War Production ads, but decline in readership . . . increase in number of Straight Product ads and in readership . . . great decline in Products With War Slant (free ride with the soldiers!) . . . apathy toward Conservation ads.

PICTOGRAPH BY
Sales Management

COMICS MAGAZINES REACH VAST AUDIENCE

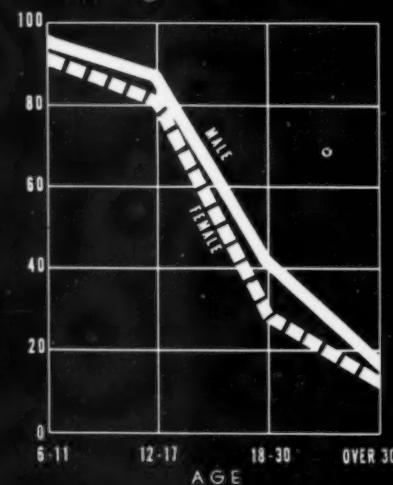
The comics magazine field now totals a 25,000,000 monthly circulation. A national study made by the Market Research Corporation of America shows this readership by age groups: In all age groups more than 80% of buyers pass their books along to friends.

PICTOGRAPH BY
Sales Management

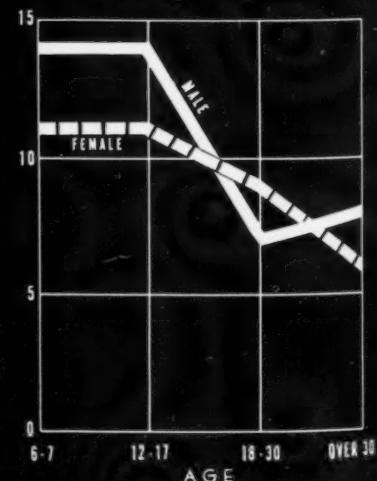


4-15-44

Percentage of
Regular Readers

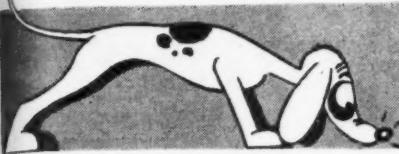


Average Copies
Read per Month



Source: Fawcett Publications, Inc.

T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York 16, N. Y.

"So Goes the Nation," a service inaugurated by the New York *Sun*, records in capsule form the changing patterns of economic America. Material on markets, manufacturing, retailing, post-war planning, advertising, and "straws in the wind," is culled from approximately 40 leading publications—including newspapers, magazines, business publications and government bulletins—many research organizations and government sources. The report is attractively bound for permanent use in loose-leaf form, and will be augmented by monthly bulletins keyed for convenient insertion in the binder, containing up-to-date indexes. For information address Lawrence W. Merahn, The New York *Sun*, 280 Broadway, New York, N. Y.

Two Studies of Listening Habits: Station WLW, Cincinnati, a National Broadcasting Co. station, issues a booklet based on NBC's 1942 Nationwide Survey of Radio Listening Habits, entitled, "A Report from the Nation and the Nation's Station," revealing the listening preferences of radio families in the Mid-Western area, day and night. . . . Station WCAU, Philadelphia, a Columbia Broadcasting System affiliate, issues its report on the radio listening habits in the Philadelphia market area, called, "The Story of 13,000 Personal Interviews." This is a sequel to the 1943 edition, which contained the results of 10,500 interviews. Address the stations for copies.

The Manpower Problem Gets Attention: With the acute need for more workers, industry has turned to previously little-tapped sources of labor—housewives, schoolgirls, those who have not worked in factories or business at all, handicapped workers, and part-time employees. To assist those executives faced with the problem of recruiting and adjusting the applicants to their new work the Metropolitan Life Insurance Co. has prepared two reports, "Recruiting Women Workers" and "The Employee Counselor in Industry." Address the Policyholders Service Bureau, Metropolitan Life Insurance Co., 1 Madison Ave., New York 10, N. Y.

"Facts in Food and Grocery Distribution." The January, 1944, edition of "Facts in Food and Grocery Distribution" brings up to date the comprehensive review of retail food distribution published annually by *The Progressive Grocer*. Significant trends of the past year are analyzed and supported by reference tables. Among the outstanding facts revealed by the survey are: the 18% increase in sales of independent grocery and combination stores over 1942, and the decline of 7½% in sales of chain grocery and combination stores. Write to Carl W. Dipman, Editor, *The Progressive Grocer*, 161 Sixth Ave., New York 13, N. Y., for copies of the report.

APRIL 15, 1944



"Response-Ability"

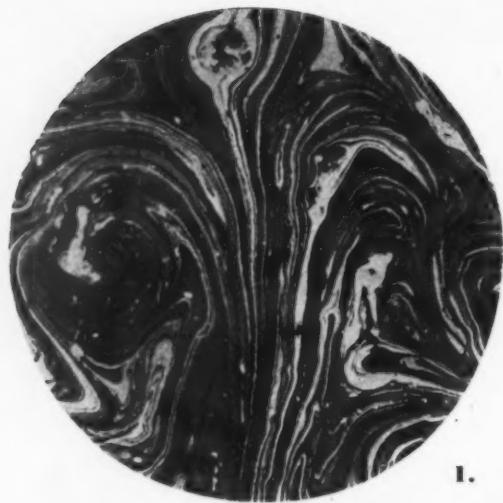
In the Troy A.B.C. City Zone, The Record Newspapers give you complete coverage in a major market of 123,000 consumers who will read, digest and respond to your advertising message.

Each week day The Record Newspapers, Troy's only dailies, meet their responsibility to all their eager readers. These readers enjoy, rely on and have confidence in these papers. They have found them so valuable that they pay over \$500,000 a year for the privilege of reading them!

The fact these papers are appreciated by "everybody" in the Troy City Zone, testifies to the response-ability of their columns to produce profitable sales of your product.

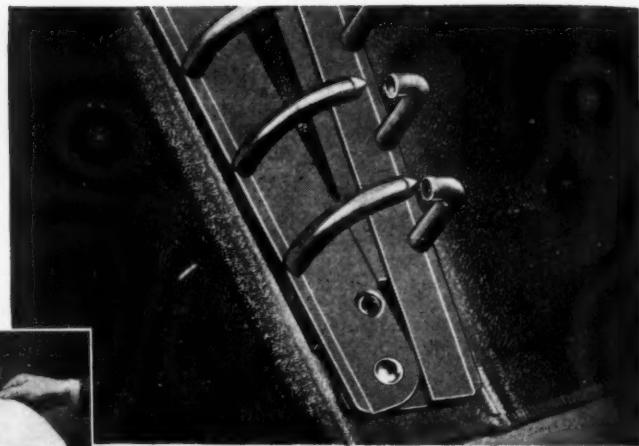
This response-ability of The Record Newspapers is yours at only 12c per line.





1. Wallpaper, if you please—not a piece of marble. Called "Marbalia" and designed by Erwine Laverne, Laverne Originals, New York City, it is washable and comes in many color schemes. It is also widely used for display backgrounds, screens, table tops.

Designing to Sell



2. Sheets lie flat and do not "creep" or bulge in the center in the new Fleetring binder produced by Heinn Co., Milwaukee, Wis. The new feature is a combination ring and post mechanism of tough, durable plastic. Because it is light in weight, it cuts mailing costs of catalogs, sales manuals, and so forth.

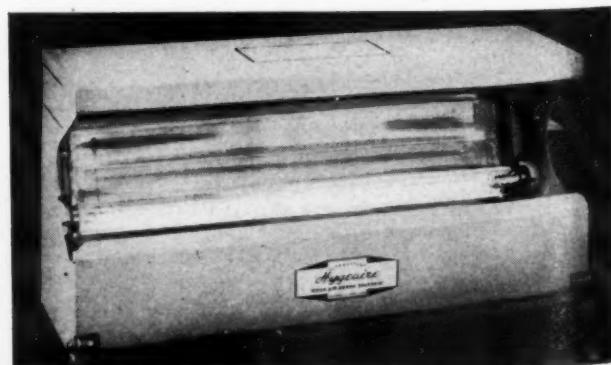


3. Branded dehydrated bananas are being introduced to the market by Little & Co., Chicago. The fruit, which is imported from Mexico, is sold in one-pound and half-pound packages. The Shangri-la label stresses the nutritive value of the product. West coast cities will receive them first.

4. Felt lends itself to many novel, decorative uses as recently pointed out by The Felt Association, Inc. Illustrated here is a dove-shaped brooch of white felt edged with iridescent sequins with earrings to match. The two lower items are felt brooches, sequin encrusted. Styled by Izabel M. Coles.



5. Industry can now apply a principle widely used in the hospital field. American Sterilizer Co., Erie, Pa., offers an ultra-violet germicidal radiation system as a weapon with which to keep sick lists low and to combat absenteeism.



PHILADELPHIA'S ROLL OF HONOR



1740

built privateers
for England's war
with Philip of Spain



1744

raised £4,000 to help
England win this
war with France



1754

supply source for
campaign against the
French and Indians



1775

focus of finance and
inspiration in the War
for Independence



1812

Stephen Girard's
money, plus ships
and men, helped win



1846

equipped fighting
regiments for the war
with Mexico



1861

prime source of men,
money, munitions during
the civil conflict



1898

ships and men that
helped oust Spain from
Cuba & the Philippines



1917

produced ships,
munitions and men to
help end World War I



Nine wars

... and now working on the tenth!

Philadelphia plays no Johnny-come-lately in the business of war. It has fought nine major wars, and is now working on the tenth—a full-flowing fountainhead of men, money and material indispensable in this time of national emergency.

The tenth time out finds Philadelphia functioning at an all time high, turning out *an estimated 10% of all U.S. war material* in old established plants, with largely local personnel... ready to revert to essential production for peacetime without violent reconversion or indefinite lag... with an immediate postwar market for its products that should equal peak wartime production for years to come.

Meanwhile, Philadelphia's high peak of prosperity is matched by Philadelphia's

peak newspaper, *The Inquirer*... which proved peak prosperity last year with the greatest total lineage volume (21,212,481 lines—Media Records) carried by any Philadelphia newspaper in the past fifteen!... adequate evidence that advertisers are profiting in the present while preparing for the long future haul to come.

BELLWETHER of retail advertisers, leader in all major lineage classifications... *The Inquirer* today yields to any advertiser, local or national, all the selling power needed for active profitable business in this market.

Look into busy Philadelphia and *The Inquirer* now... while prosperity of today shapes the opportunities of tomorrow!

The Philadelphia Inquirer

National Advertising Representatives: Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit, St. Louis; Keene Fitzpatrick, San Francisco

APRIL 15, 1944

[69]

Schrafft's Credit Plan Lifts Carton Returns

A NEW high in the reclamation of corrugated containers has been achieved by W. F. Schrafft & Sons Corp., Boston. Since September, 1943, more than 30% of their shipments have been made in salvaged cartons. More surprising—many of the cartons have been used as many as three times. This is the rather startling result of the special program which they insti-

tuted in cooperation with the Government's paper conservation campaign.

The initial step was in the form of a letter to all customers, which explained the urgent necessity for carton salvage for patriotic reasons as well as to avoid interruptions in future deliveries. A credit of five cents was offered for every usable container returned affixed to every out-going case is a sticker bearing the message:

IMPORTANT! READ!
EMERGENCY PAPER SAVING!

Paper must be saved for defense pur-



This assembly line is busy trimming and reconditioning used Schrafft cartons.

★ ★ ★ ★ ★ Talk Comes Easy —and is often loud!



FACTS may not be noisy but they are convincing.

The representative of any big city paper can loudly proclaim "complete coverage" anywhere within a hundred miles of said city. It all sounds fine until comparisons are made.

The biggest paper in Chicago has less than 5,000 circulation daily against the more than forty-six thousand for The South Bend Tribune in the South Bend city zone.

This South Bend city zone, according to A. B. C., includes both South Bend and Mishawaka, with a population of 140,371. This is an important war production center. Indeed there is more and more cash going to war workers every pay day and much of this is being invested for future use.

This inviting market can be reached only by using The South Bend Tribune—total circulation more than 30,000—the one daily paper in St. Joseph County.



The South Bend Tribune

STORY, BROOKS & FINLEY, INC. National Representatives

poses. Help us fill all your orders without interruption by removing the few staples in the bottom of this carton with a screw driver (or other flat tool), collapse it and keep it with others until you have a sufficient quantity to make a shipment of 100 lbs. or more. Rope into bundles, and return to us, via rail, freight collect. Your cooperation will be appreciated and you will help save paper. W. F. Schrafft & Sons Corp., Boston, Mass.

An insert also is mailed with each invoice re-emphasizing the importance of cooperation.

When the bundles of returned cases are received at the Schrafft factory, a special process takes place because of the nature of the goods which will be packed in the containers. They are immediately placed in vacuum chambers and treated with Guardite gas which eliminates any possibility of future insect infestation. They are then inspected, sorted as to size, and unsatisfactory cases rejected. At this point a receiving slip is made out by the sorter, listing the usable containers and the customer's name, which is used by the accounting department in issuing credit memoranda.

From there the cartons go to a modern mass production line, where they are trimmed, surplus gummed tape removed, and stenciled address and contents obliterated by the use of quick-drying opaque light brown paint which matches the color of the kraft container.

The plan has been well received by customers, indicating that a practical arrangement can be devised for the reclamation of containers.

ARE YOU SHORT ONE MAN IN YOUR ORGANIZATION?

Available in 30 days—a marketing man, 40, with solid background of personal sales, promotion, training. No seven day wonder, but a feet-on-the-ground producer who can show results. Location open. Salary from \$6500 to \$8500. Box 1069, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

Department's passing up two good guys...

To PROVE our point, behold Arthur Godfrey and Arch McDonald in full ambassadorial regalia. The point is, for the past ten years, they've done an admirable job as WTOP's emissaries of good will to the Washington radio audience.

No one is more popular with the people. In January, when Godfrey's tenth anniversary was celebrated at the 3,500-seat Capitol Theater, even the standing room was jammed. And last month, when McDonald completed his first ten years on WTOP, listeners sent him almost enough gifts to dam the Potomac.

The boys earned their popularity. No personality in radio is more unusual than Arthur Godfrey; few can match Arch McDonald's skill at blending sports, music and human interest into a highly listenable program. The way they win friends would make any diplomat properly envious. They've sold War Bonds—millions of dollars worth.

They've broadcast thousands of war messages, given their time and talent in support of hundreds of good causes. (Godfrey, for instance, led over 1,200 Washingtonians to donate blood.) Service like this makes friends. And it helps to make great radio stations, as well.

Arch McDonald has 17 quarter-hours weekly on WTOP—all sold to the same sponsor. And, frankly, it's easier to get a hotel reservation in Washington than a participation on Arthur Godfrey's early morning *Sun Dial*. But we do have other WTOP ambassadors of good-will and good entertainment who are available. Ask us or Radio Sales for an informal introduction.

*Represented by Radio Sales,
the SPOT Broadcasting Division of CBS*

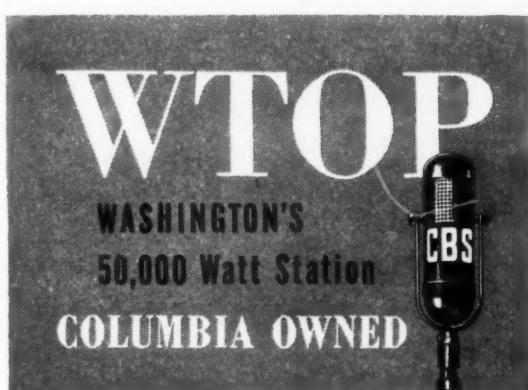


Fig Industry Drafts Post-War Promotion

BEFORE an industry can convince government officials that it can regulate its own products, it must have a market future.

California Fig Institute has a future market for figs and went to Washington about it.

The fig is a soil product, and before Pearl Harbor the dried fig industry was difficult to organize, even

in California, with its many agricultural co-operatives. Growers are many, scattered—often small. Shortly before the war, however, the institute was formed by growers and processors. The latter now grade, pack, brand, and distribute figs to wholesalers.

In 1943 the dried fig crop broke records—36,350 tons. Demand was voracious. Not only the consumer wanted figs, but alcohol distillers wanted them. Distillers wanted figs because they are full of sugar and make excellent beverage alcohol which can be used to fortify wines.

Through their new institute, the fig

producers went to the War Food Administration in Washington and said: "Let us see that the figs are sold for food, not alcohol. We understand this business. Rely on us to take care of the needs of the Armed Forces and Lend-Lease."

WFA issued Order FDO-62, prohibiting the use of figs for all other-than-food uses, except on its own authorization. Figs were the only dried fruit excepted from the "set aside" regulations under which the Armed Forces and Lend-Lease get their requirements first.

When government orders came through the institute made its own voluntary allocations, and promptly met all requirements by cooperation. Figs are now third among California dried fruits, led only by prunes and raisins. The 1943 crop was larger than that of all other dried fruits combined, excepting the "Big Three."

War Creates All-Year Demand

War has laid the foundation for California figs in competition with the low-price product normally coming from the Mediterranean countries. Despite a tariff, these cheap figs formerly dominated the market, because the fruit was sold as a luxury principally around Christmas.

But war demand for every kind of food has led consumers to buy figs all year round. The housewife has learned to use them in many ways from recipes distributed by the institute.

With figs being used all year, the question of quality arises. And to the American housewife, that means cleanliness. Imported figs are cured and packed by primitive hand methods. They are not to be compared with the California machine-packed product, put up in sealed packages, in conformity with Federal pure food laws. Many shipments of imported figs had been condemned under our food laws.

An American soldier in North Africa put it in a few words when, sending home for a box of California figs, he said, "There are plenty of figs over here, the native home of the fig tree, but after seeing them dried, you wouldn't want to eat any."

After the war, California figs will be merchandized on their cleanliness, their all-around food uses, and their dietetic values. Dried figs are an energy food, rich in natural fruit sugar, easily assimilated, and alkaline in reaction. They are a good source of vitamin B₁, calcium and iron. It's a concentrated food, because it takes three pounds of dried fresh figs to make a pound.

SALES MANAGEMENT



Thirty-five years ago Joseph Boorky, who had learned the blacksmith's trade in Russia, set up his smithy's anvil in Worcester, Mass. At the place where his anvil once stood, Boorky and his sons recently welcomed 280 members of the American Society of Metals who came to see the marvels of modern scientific steel treating as practised by the Massachusetts Steel Treating Corporation, Joseph Boorky, president.

This story is typical of those behind many of the 1,095 factories that dot the Worcester area—factories where keen minds and skilled hands keep Worcester's highly diversified products always in world-wide demand.

In war or peace, Worcester industry is stable and its payrolls are high. In 1943 Worcester's average per family income was \$4,437 (Sales Management). POPULATION: City Zone 235,125. City and Retail Trading Zones 440,770. The Telegram-Gazette gives blanket coverage.

The TELEGRAM-GAZETTE
WORCESTER, MASSACHUSETTS

GEORGE F. BOOTH Publisher

PAUL BLOCK and ASSOCIATES, NATIONAL REPRESENTATIVES

OWNERS of RADIO STATION WTAG

Put your product on...



EXPLORING used to be a hit-or-miss business. Exciting, and often profitless. But plenty of those areas once labelled "unexplored" in your school atlas, today yield fortunes for venturesome pioneers.

Radio, too, has had its "unexplored" regions. The *after-ten* hours, for example—the area that advertisers used to think was deserted.

Today, listening habits are shifting. Here in St. Louis we have a band of local advertisers who—via KMOX—have made profitable expeditions into the darkest after-ten hours. They've come back with reports of solid sales success.

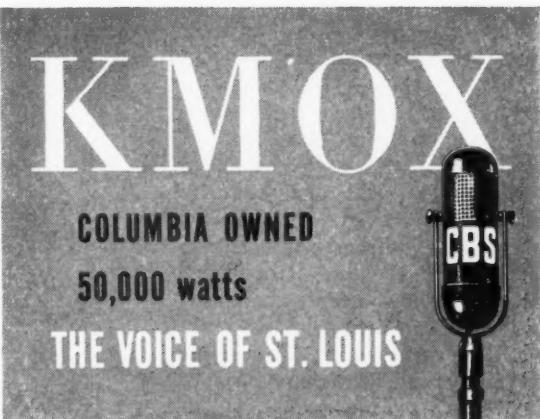
In St. Louis, wartime living conditions have brought thousands of new listeners for the 10 P.M.-to-1:30 A.M. segment of the KMOX broadcasting day. More people are keeping later hours, earning more money, than ever before. And KMOX has slanted its after-ten programs to catch (and hold) the ears of local war workers whose days begin or end in the owl hours.

National spot advertisers, looking for new pay dirt, can now follow the trail blazed by such St. Louis clients as Slack Furniture, Columbia Brewers, Weil Clothing, Fischer Meat, Falstaff Brewers. These alert *local* sponsors have opened the commercial possibilities of after-ten hours. They've compared their slight advertising expenditures with robust results. And they've come back to sign renewals.

Our rich St. Louis area (plus a tri-state market of 56 cash-full counties) is theirs today. It can also be *yours*—and at rates so low we don't blush at all to quote them.

You don't have to organize an expedition. Just pick up a phone and put in a call for us or Radio Sales.

*Represented by Radio Sales,
the SPOT Broadcasting Division of CBS*



What About Government Surpluses— Of Shirts and Jeeps and Willow Runs?

Aside from the actual winning of the war, perhaps no more critical problem lies on Capitol Hill than that of framing a sound policy for surplus goods and plant disposal. Mr. Mezerik gives a terse summary of conditions as of today, defines the main issues.

BY A. G. MEZERIK

Author and Business Consultant

EVERY time anyone begins to talk about the huge problem underlying the disposition of wartime surplus goods and plants, the conversation winds up in a dull and astronomical statistical maze. So many thousand typewriters, thousands of tons of steel, train loads of food and millions of the things you wear, until everyone is punch drunk and unable to see the down-to-earth human needs, desires and fulfillments which should be paramount.

... Each to His Own

To a soldier, surpluses mean help or hindrance in finding a job and whether he will be given priority to buy the radio and photographic equipment he has learned to use and love. He sees himself set up in a little shop on Main Street surrounded by his own tools, servicing his community with a trade the Army taught him and stock the Government sold him. He visualizes himself riding in his favorite car, a G. I. jeep. In that soldier's wonderful world-of-tomorrow there are few statistics, nevertheless he has concrete, fixed ideas about what the wartime surplus is and what can be done about it for him.

The farmer has heard about the jeep, too—how the little battle-car will do anything around the farm except milk the cow. His short and simple shopping list for surplus commodities goes on to include outbuildings, and home repairs to be made from surplus barracks and building materials.

The industrial worker may not have a list at all. He eyes the plant where he works right now, deeply concerned that if it goes on the surplus list maybe he will be surplus too. To him an unused factory spells out unemployment.

The manufacturer wants his plant

to operate. He doesn't want to close down because Government dumps a product similar to his and saturates the market with goods sold at a price below his production cost.

The distributor can see himself in the picture clearly. He has been on short rations all through the war and is eager to let out his belt a couple of notches. He wants these surplus goods to come into his wholesale house or retail store, and quickly.

With the release of surpluses, that vast number of people engaged in distribution all share the same fear that speculators, promoters, and monopo-

lists will grab the stocks for resale at exorbitant prices, or that Government will dispose of the products directly to the consumer, by-passing the organized channels.

Those people do not worry too much about surpluses in the aggregate. Each plans in terms of his own needs. Each is vitally concerned with the prevailing confusion in Washington.

There William L. Clayton, long Assistant Secretary of Commerce, is now installed as Surplus War Property Administrator to implement the recommendations of the Baruch-Hancock report. There, too, the WPB, the armed forces, Treasury Procurement Division, and Congress are well along with plans for getting surpluses used up. There is no disagreement on the size or importance of the total disposition problem, only on how and for whom it is to be carried out.

When the submarine menace was at its height, the Army sought to keep a two years' supply of all essentials on hand. The Army now can, on finished goods, operate with a four



"It seems that our stockholders read in Walter Winchell's column that we were going to name our post-war candy bar 'New Deal'!"

Pig without a poke

YOU may wonder about the future of this or that product in the postwar period.

But there's no doubt about the destiny of this little Iowa pig—and of his thousands of brothers and sisters to come. They're going to keep right on helping Iowa do its job of feeding this nation and the world.

Postwar planning is on a *stabilized* basis in Iowa . . . where the dirt is deeper, blacker and richer . . . where the corn grows taller and bigger . . . the hogs get heavier . . . and new, fresh folding money flows from the soil and from thriving industry into merchants' tills.

Turn your prophetic eye toward R & T Iowa . . . where that money is speedily spent in urban communities . . . where the "Saturday night" you may remember has become an everyday affair . . . where buying is bound to continue after the Day of Surrender.

In an uncertain world, it's a certain market . . . one of the 20 best markets in America today and *likeliest* to be the *steepest* market tomorrow—no matter what happens.

R & T Iowa is a super-market in a great market. And smart executives have found a way—the R & T way—to cultivate it today . . . to make sure of a bigger harvest of sales tomorrow. They know that R & T Iowa is urban Iowa.



R & T Iowa Is One of
America's Top Twenty
Urban Markets.



R. & T. IOWA

A STATE-WIDE URBAN MARKET . . .
COVERED BY A STATE-READ PAPER

**THE
DES MOINES REGISTER and TRIBUNE**

Nationally represented by Osborn, Scolaro, Meeker & Co., New York, Chicago, Detroit.

months' inventory. While far from achieving this goal, the Army Supply Service has at least started to find what stocks it owns and where they are. Raw and semi-finished materials, even some finished items, can be utilized by other war agencies. A division of the Army discovers an over-supply of aluminum, which the Navy needs. Or the Army finds it has too many blankets on hand which the Marines can use. UNRRA and the Red Cross, too, are buying and stocking up blankets, sheets, foods and other surpluses for relief use.

Items needed for civilian use in this country—and that list is long—are released to the Treasury Procurement Division, there to be sold for redistribution. Here the far-flung distribution apparatus of American business should be used. While Washington agrees that civilian articles should be released through normal channels, speculators have enjoyed too many of the feasts already offered.

The trouble is that the operation is loose, the Army still doesn't know where its surpluses are, and the method of distribution is neither clear nor

much more than a wishful expression that speculators do not grab. Perhaps the most intelligent individual program in Washington is the review of limitation and materials orders undertaken by WPB. Believing that disposal of surplus is paramount in conservation, WPB is well along in surveying all limitation orders to discover what materials orders are affected by them.

As this works out, when a surplus of copper is discovered, the Office of Civilian Requirements is queried to see where copper in necessary civilian articles can be used to best advantage. The limitation on copper is relaxed and the materials order amplified. The copper surplus is absorbed to the benefit of the consumer and the economy. It is important to detail this procedure, for in it is implicit the realization that any surplus which comes into the market in peacetime will do so at the expense of employment and production—for what is already mined, grown, or manufactured is labor already used. Using up these surpluses now makes post-war employment.

IT'S EXACTLY THE WAY

459,382

PEOPLE FEEL ABOUT
THE PRODUCTS AND
SERVICES YOU
HAVE TO SELL



Use ANY or ALL of these local daily papers
in Iowa to work for you

PAPER	NET PAID CIRCULATION
Ames Tribune (B)	4,216
Atlantic News-Telegraph (B)	5,480
Boone News-Republican (B)	4,736
*Burlington Hawk-Eye Gazette (LB)	18,620
Cedar Rapids Gazette (B)	47,067
Centerville Iowegian & Citizen	5,744
Charles City Press (B)	4,559
Cherokee Times & Chief (B)	3,750
*Clinton Herald (B)	19,890
Council Bluffs Nonpareil (LB)	16,124
Creston News-Advertiser (LB)	4,720
*Davenport Times-Democrat (LB)	41,791
*Dubuque Telegraph-Herald (LB)	34,030
Fairfield Ledger (B)	4,563
Fort Dodge Messenger & Chronicle (B)	15,614
Fort Madison Democrat (LB)	5,325
Iowa City Press-Citizen (B)	8,918
*Keokuk Gate City (LB)	7,601
Marshalltown Times-Republican (B)	11,833
*Mason City Globe-Gazette (B)	19,877
Mt. Pleasant News	3,140
*Muscatine Journal (B)	9,015
Nevada Journal (B)	4,378
Oelwin Register (B)	3,723
Oskaloosa Herald (B)	6,494
Ottumwa Courier (B)	16,908
Shenandoah Sentinel (B)	3,654
*Sioux City Journal-Tribune (LB)	70,033
Washington Journal	3,783
*Waterloo Courier (B)	40,439
Webster City Freeman-Journal (B)	5,357
Total	459,382

*Considerable out of state circulation.

*Published Sunday also.

(B) Accepts Beer Advertisements.

(LB) Accepts Liquor and Beer Advertisements.

• The welcome mats are out, the banners hung, the key well polished. That's Iowa — the rich and responsive market where people are in the HABIT of buying what they want and need. That's Iowa — where present sales are soaring and post-war opportunities are based on a stable and prosperous economy. No better introduction to this market can be had than through the 32 local daily papers of the Iowa Daily Press Association. In 31 key markets your advertising receives that directed interest, force of appeal, and convincing influence that only a local daily paper can claim. Place your advertising in any or all of these leading 32 daily papers in Iowa and you'll see the welcome for your products and services is as profitable as it is permanent.

459,382

MERCHANDISABLE
DAILY CIRCULATION
in 31 dominant markets
served by 32 local daily papers

Write for convincing evidence

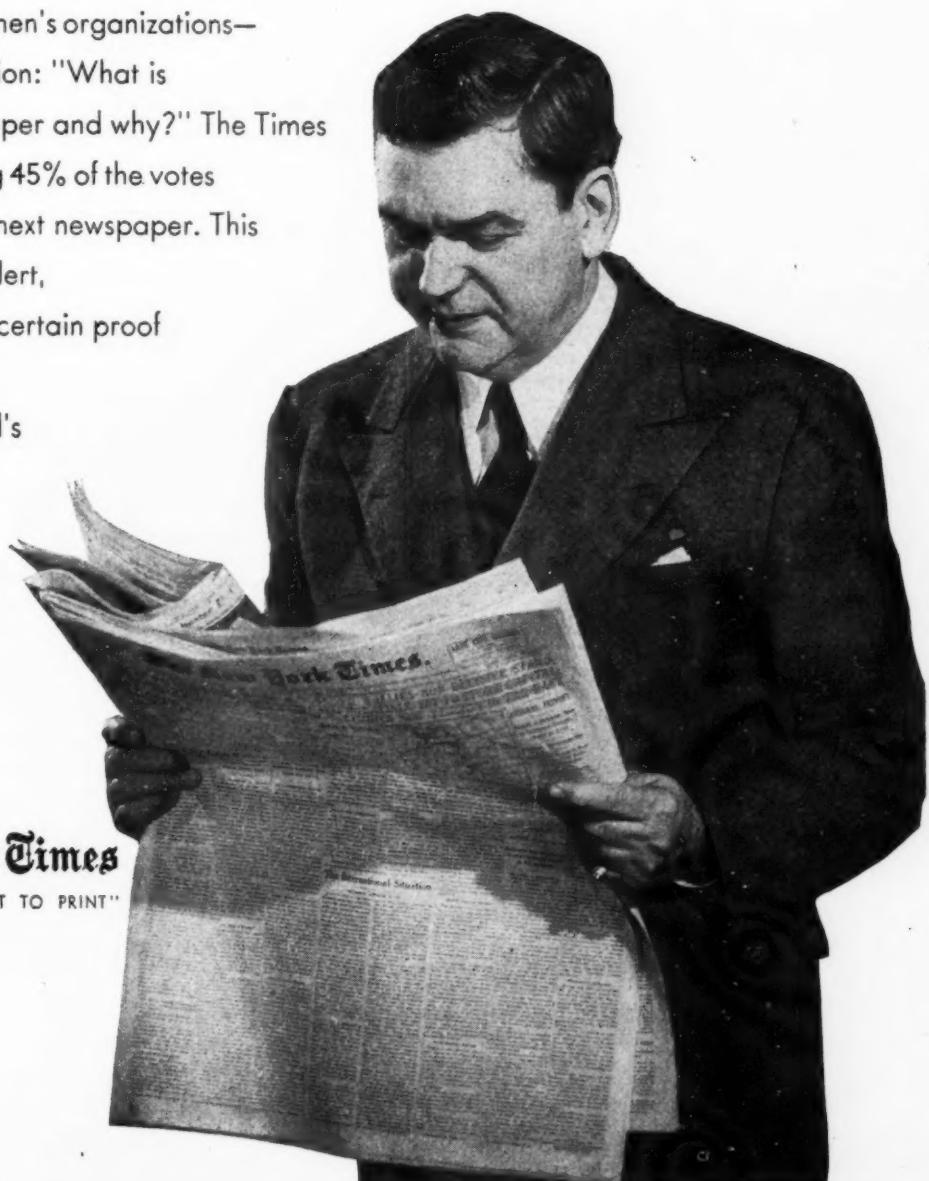
THE IOWA DAILY PRESS ASSOCIATION

405 Shops Building

Des Moines, Iowa

"no whipped cream"

No, not the announcement of another food shortage. Merely one important business executive describing why The New York Times is his favorite newspaper. He prefers The Times because "it reports the news honestly and impartially, covers every phase of news completely and thoroughly". This was the kind of answer made again and again in a recent impartial survey to determine the reading habits of prominent men and women the country over. 5,800 questionnaires were sent to leaders in every field—Governors, educators, editors, business and financial executives, religious leaders, heads of women's organizations—asking this one question: "What is your favorite newspaper and why?" The Times won in a walk, scoring 45% of the votes against 12% for the next newspaper. This sure response from alert, intelligent readers is certain proof that advertising in The Times hits the bull's eye—starts thinking, talking, buying.



The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"



Don't Let Their Rigs Mislead You; These Folks Sell

Their costumes may look like a pain in the old family album . . . but their air-rating is a constant delight to their sponsors.

"They" are Pa and Ma Smithers—radio creation of Dan Hosmer, and their history includes a two-year run on WLS, Chicago. Currently they are aired, live, five times weekly over KRNT, Des Moines, where their performance has 1. Won plaudits from Billboard as "network timber". 2. Earned recommendation in the Guide to Balanced Listening. 3. Proved a steady mail-puller. (Sold 1,209 token purses in three weeks.)

After winding up a winter series for a cold remedy, they're ready to tackle a new assignment—for the summer, or for 52 weeks.

Yes, to more than a million listeners in Des Moines and Central Iowa, Pa and Ma Smithers have become familiar and welcome personalities—two among the many reasons why the audience-rating and sales-rating of KRNT keeps going up.



Affiliated with Des Moines Register & Tribune

Represented by The Katz Agency

[82]

them. Would it be better to make a differential in favor of selling these shirts to those who need them, and couldn't otherwise pay for them? Present programs do not cope with this problem, yet business, labor, and farmers might all agree to its long-run benefit. It is especially important, since surpluses will include not only shirts but many other forms of wearing apparel, foods, hardware, trucks, transport equipment, medical supplies, chemicals, building supplies, communications equipment, and other easily manufactured items.

The Plant Disposal Dilemma

The problem runs over into the disposal of war plants. While the country has a little more time to think this through, since most plants will not be offered until the war ends, policies, as presently defined or better yet undefined, are loaded with dynamite. In the solution of this plant question the answer to post-war employment and prosperity largely lies. Mr. Baruch, in his report, and many other competent officials, including Donald Nelson, agree on that, but there is nothing programmed as yet which meets the situation.

Here we need to get a quick look at the size of the bear we will have by the tail. Of fifteen billion dollars invested in government-owned war plants, about five billion dollars have gone into plants for making explosives, guns, ammunition and for shell loading—a group almost impossible to convert to peacetime production. Another five billions have gone into the shipbuilding and aircraft industries which cannot nearly maintain their peak wartime volume. This group of industries is further complicated because every conversion to other products in these plants will affect other established lines of business. That leaves a readily usable and convertible block of plants which represents five billion dollars.

Think for a minute of a good-size corporation, the plant and equipment of which, apart from its capital and inventories, run to a million dollars. There aren't a tremendous number of even that size, yet five billion dollars represents the equivalent of five thousand such corporations.

Built at peak prices, these plants will not bring anything like the amounts invested, but in the view of those who see these plants as a bridge to a prosperous future, not the sale price, but the use to which this great productive capacity will be put, is most important.

Seventy per cent of all these new plants are in tremendous units costing

ten million dollars or more to build. Only the biggest corporations could buy them. These big corporations are closest to them now since 85% of the entire fifteen billion dollars of facilities are operated by only one hundred firms. If the plants go on the auction block, many a business man and government official fears that they would go for a song, be closed down after sale, or used to exercise monopoly control over production and price. Nobody has advanced a satisfactory solution of this dilemma.

It is a particularly vital problem for the small and independent business man, on whom so many words and so few deeds are lavished. He represents local ownership, small capital, and initiative. These plants, in his

A Profile of the Author

Mr. Mezerik is a business consultant, his affiliations including food manufacturers, publishing concerns, the American Standards Association, and the American Hotel Association.

He has a flair for getting people in authority to give the "behind the scenes" picture. In Washington, assembling data for this article, he spent many intimate hours with legislative and administrative leaders directly charged with formulating and executing plans for liquidating government surpluses.

His book on equipment maintenance and purchasing problems will be published in May by Harper & Bros.; another, to be published shortly by Duell Sloan & Pearce, deals with the post-war impact on business and industrial life. His most recent writings include articles for *The Saturday Evening Post*, *Good Housekeeping*, and *Harper's*.

hands, would help decentralize the economy and would increase regional self-sufficiency, perhaps with resulting higher-levels of production and consumption in all parts of the country. Yet the Baruch plan, which is already in action, while providing for expanding the financial setup of the Smaller War Plants Corporation, recommends that no price preference be given to any buyer. Granted that any plan to give one buyer any advantage over another is potentially a source for graft, experts believe that the possibilities for graft are equally great in both lines of action and that our protection is in legislation, open deals and vigilance.

Disposing of plants in the South and West so they can give regional employment and provide for regional needs which would not otherwise be satisfied will require preferential treatment. This runs counter to the Baruch principles that one section of the country shall not be favored

SALES MANAGEMENT



The easiest thing in the world to waste is paper

Paper has become a critical material. Our government asks everyone to conserve it. Business always has been notoriously careless of paper—now, under wartime acceleration, paper work is heavier than ever and waste has grown proportionately.

There is a practical way for business to reduce consumption of paper, to eliminate waste, and at the same time benefit by simplifying many office operations so that time is saved, labor lightened, errors reduced, and office output speeded up.

This may be done—is being done—in many government departments, at military depots, and in many varied businesses by a revolutionary wartime development—the Multilith Systemat. The Systemat carries constant information printed in reproducing ink. Variable data necessary to complete the document is compiled and typed or handwritten in. The entire form then becomes a master sheet which, placed on a Multilith Duplicator, produces a dozen or hundreds of accurate,

permanent, black-on-white facsimiles—every one an original. The Systemat produces purchase orders, job sheets, shipping documents, tally and packing slips—almost every type of form that carries repetitive data.

Learn how Multilith Systemats can serve you by letting a Multigraph man explain how Systemats work. Millions of Multilith Systemats are being used by U. S. military forces. Of course, their requirements take precedence over civilian demands. Addressograph-Multigraph Corporation—Cleveland. Sales agencies with service and supply departments in principal cities of the world.

Multigraph

TRADE-MARK REG. U. S. PAT. OFF.

SIMPLIFIED BUSINESS METHODS

Multigraph, Multilith and Systemat are Reg. T. M. of
Addressograph-Multigraph Corporation

Multilith Systemats Save Paper by—

1. Reducing Stationery Inventories
2. Eliminating Obsolescence of Forms
3. Reducing Needs for Printed Forms
4. Permitting Consolidation of Several Forms into a Single Form
5. Avoiding Wasteful "Over-Runs"
6. Maintaining Legibility
7. Preventing "Copying" Errors
8. Utilizing Both Sides of Paper
9. Using Inexpensive Paper Stocks
10. Dispensing with Carbon Sheets





"Looks like we may not make it . . . but fortunately we can settle down in the waiting room with the Buffalo Evening News, which has everything from Blondie to Ernie Pyle."*

* Interested in features? The Buffalo News has a complete collection of the best. Like good reporting? The News does a complete job on both national and local stories. Want circulation? The News is a daily habit with 250,000 Western New York State families. Intrigued by lineage figures? Before newsprint rationing the News led all papers in the country in automotive advertising and carried more total advertising lineage than any daily paper in the state. In other words, the Buffalo Evening News is the big paper in a big market!

against another. To local interests and enterprise, this problem is so alive that it has become a subject of wide discussion.

So, too, is the entire question of government operation of government-owned plants which may be in competition with private business. This is banned in the Baruch Report.

All in all, it is understandable why Congress must devote much time to discussions on disposal of government surpluses. It is indeed essential before the war ends that sound disposition machinery be evolved which provides adequate protection on disposition of both commodities and plants against monopoly, graft, speculation, and the scrapping of useful articles and facilities in a world of need.

What Are the Stakes?

The day is in sight when a man can go out on the market and buy the kind of steel he wants, when he wants it and from whomever he wants it. When that day comes we will be back in the competitive system and it is then that the benefits of a wise policy on the disposition of these great surpluses will be felt. The stakes are great. If we make serious mistakes we will get a depression. If we see this surplus as the basic ingredient of an expanding economy, we will get these surplus commodities out—not where they necessarily bring the high dollar, but where they can be absorbed with benefit to the national economy. We will put those plants to work under as varied an ownership as possible right where they can make jobs and raise purchasing power most. If in the process of achieving widespread employment and solid gains to the productive wealth of the country, the Government realizes a few billions less than it would get by haggling over price without regard to progress, that isn't important. The cost would still be a tiny fraction of a depression.

Without neglecting pressing duties of winning the war, the time is at hand for people to thrash out this problem in their own and the national interest, wherever they live and whatever their walk in life. Local groups, trade associations, and national organizations have contributions to make both inside and outside Washington.

Whether surplus is a jeep, a shirt or a Willow Run plant, always we run back into human needs. That's the essence of the liquidation of government surplus. The machinery has started to roll. Millions of returning soldiers and all the rest of us are interested in the solutions. For the way the Government chooses, determines in great measure our way as American citizens and business men.



CONFIDENCE

HERE IN CHICAGO your key audience as an advertiser demands honest and dependable journalism. When evening comes a million reader-friends turn to The Chicago Daily News because it satisfies both their *conscience* and their *intelligence*. This newspaper is a powerful influence in their lives. Its strength is deeply rooted in the *confidence* which The Daily News has earned and kept by the steadfast decency of its publishing policies. In its advertising columns The Daily News has carried, for 43 consecutive years, more Total Display linage than any other Chicago paper, morning, evening or Sunday.* A leadership which says over and over again that The Daily News is Chicago's

*For fair comparison, liquor linage omitted since The Chicago Daily News does not accept advertising for alcoholic beverages.

BASIC ADVERTISING MEDIUM

THE CHICAGO DAILY NEWS

FOR 68 YEARS CHICAGO'S HOME NEWSPAPER
ITS PLACE IN THE HOME IS ONE OF
RESPECT AND TRUST

DAILY NEWS PLAZA: 400 West Madison Street, CHICAGO
DETROIT OFFICE: 7-218 General Motors Building

APRIL 15, 1944

NEW YORK OFFICE: 9 Rockefeller Plaza
SAN FRANCISCO OFFICE: Hobart Building

Fort Wayne

INDIANA'S 2nd LARGEST MARKET

"Retail sales in Fort Wayne totaled more than one hundred million dollars last year. It's a 'must' for our newspaper list."



And in Fort Wayne it's the News-Sentinel

"It's the only evening paper—it's over a hundred years old—it has the following... and the influence. Right in Fort Wayne, alone, it goes into ten thousand more homes than the morning paper and sixty-five hundred more than the Sunday paper. Put the News-Sentinel on for Fort Wayne—it covers that market."

★

97.8% HOME COVERAGE

The News-Sentinel is delivered by carrier six days a week to 97.8% of all homes in Fort Wayne.

First in Advertising

During the first two months of 1944, The NEWS-SENTINEL, a six-day evening newspaper, carried 1,171,944 lines of display advertising—620,398 more lines than did Fort Wayne's morning newspaper—701,200 more lines than did Fort Wayne's Sunday newspaper—and 149,654 more lines than the morning and Sunday combined. (Media Records).

★

The News-Sentinel

Fort Wayne's "Good Evening" Newspaper

ESTABLISHED 1833

Fort Wayne, Indiana

★

Representatives: Allen-Klapp Co.
New York—Chicago—Detroit



Passing 'Em On

Editor, SALES MANAGEMENT:

Your editorial in the March 1 issue of SALES MANAGEMENT on "Sales Managers on the Board" is so good I am prompted to ask your approval in allowing us to reprint this in a future issue of our "Systems" magazine. Just in case you are not familiar with this publication, I am enclosing copies of the December and January-February issues so you will have a better idea of the comprehensive way in which we present the latest ideas of administrative control systems and equipment as successfully used by leading organizations.

AL. N. SEARES
Manager, Systems and Research
Remington Rand, Inc.
Buffalo, N. Y.

Editor, SALES MANAGEMENT:

We would like to reproduce the article on "Human Problems You Will Face When You Begin to Hire Ex-Service Men" on pages 54 and 56 of your March 1 issue, in our Sales Study Groups material. . . . May we have permission?

American Optical Co.
Southbridge, Mass.

Editor, SALES MANAGEMENT:

As you might expect, we are interested in the cartoon that appeared on page 72 of the March 1 issue of SALES MANAGEMENT showing a GI in a foxhole telling his buddy all about a wonderful pageant that featured a Hoover cleaner. If you have no objection, we would like to reproduce this cartoon in the paper we publish for our organization in the field. . . .

L. C. MERRIMAN
The Hoover Co.
North Canton, Ohio

(To all three who have the urge to further the circulation of SM articles, editorials, and cartoons, permission is gladly extended—The Editors.)

Then Came the Deluge

Editor, SALES MANAGEMENT:

In your last issue of SALES MANAGEMENT there was an article entitled "A Self-Appraisal Test for Sales Managers," and a suggestion that a particularly hardy sales manager might try this out on his own organization. Buffalo Sales Executives Association has a slightly different plan, which we trust you will approve. We would like to send this analysis to our sixty members and compile the results. We would therefore like to have you send us sixty of these forms. . . .

W. L. FETCH
Secretary
Buffalo Sales Executives Assn.
Buffalo, N. Y.

Editor, SALES MANAGEMENT:

We would like to order two hundred reprints of the "Self Analysis Scale for Sales Managers," which appeared in the March 1 issue of your magazine. . . .

MARSHALL J. SMITH
Secretary-Treasurer
Memphis Sales Managers Club
Memphis, Tenn.

Editor, SALES MANAGEMENT:

Will you please mail us immediately two hundred copies of the "Self-Analysis Scale for Sales Managers" which appeared in your March 1 issue. It is desired that we receive these reprints not later than March 27 so that we may have them for distribution at our final meeting on March 31 in connection with the five meetings we are conducting on the NFSE-CED program for "Selecting and Training Postwar Sales Personnel." . . .

HOWELL JONES
Secretary
San Antonio Sales Managers Club
San Antonio, Texas

Editor, SALES MANAGEMENT:

I have been a subscriber to SALES MANAGEMENT for a number of years and expect to continue as a subscriber as long as I am in the business field. . . . I noticed in looking over the most recent issue a "Self-Analysis Scale for Sales Managers" that snagged my interest. I would like to have 30 additional copies of this chart if you can accommodate me. . . .

J. E. ADAMS
Vice-President
Toledo Steel Products Co.
Toledo, Ohio

(It seems that SM hit the jackpot with Mr. Benge's self-analysis feature. Our original stock, which we offered to supply free of charge, was exhausted within four days after SM was in the mail. So numerous were the requests for large numbers of reprints that, reluctantly, we had to put the operation on a commercial basis. A reprint of 2,000 went out in three more days, a third printing is now in the works. Among the companies that requested copies of the test—many of whom took Mr. Benge's dare involving the administration of the test to the sales organization—were: Rockwood & Co.; Washington Water Power Co.; Wheeling Corrugating Co.; Calvert Distillers Corp.; United Mutual Fire Insurance Co.; W. P. Fuller & Co.; Socony-Vacuum Oil Co.; Spartan Saw Works; Globe Ticket Co.; Flint, Eaton & Co.; E. R. Squibb & Sons; Ralston Purina Co.; Thomas A. Edison Co. of Canada; Owens-Corning Fiberglas Corp.; Henry Disston & Sons; Pennsylvania Rubber Co.; Diamond Expansion Bolt Co.; Ohio Oil Co.; American Sales Book Co.; Charles F. Cochrane Co.—The Editors.)



That's a startling statement, but here's the proof:

1943 Cash Income from Corn \$635,000,000

1943 Cash Income from Poultry and Eggs \$2,322,000,000

(Source: U. S. D. A.)

The "Poultry Belt" is nearly 4 times as important as the "Corn Belt" when you're aiming your advertising at the farm market.

Successful poultry raising calls for specialized knowledge. That's why all surveys show such high reader interest among Poultry Tribune's subscribers.

They know that it is the only Poultry Farm Magazine owning and operating an experimental farm where 2,500 birds are raised. This extra value to the reader gives extra value to your advertising message when you place it in . . . Poultry Tribune

Plug that
\$2,000,000,000 HOLE
in your Farm
Paper Schedule
USE . . .



AMERICA'S LEADING POULTRY FARM MAGAZINE

APRIL 15, 1944

**To Cover the Most Responsive
Section of the Farm Market
USE . . .**

POULTRY TRIBUNE

Home Office: Mount Morris, Illinois

Representatives:

**New York: Billingslea and Ficke
Chicago: J. C. Billingslea Company**

Member:

**AGRICULTURAL PUBLISHERS' ASSOCIATION
AUDIT BUREAU OF CIRCULATIONS**



The McCurdy Hotel, Evansville, Indiana, 300 rooms, represents the typical successful American hotel—yet it needs literally every kind of equipment.

HOW TO START WRITING "POSTWAR ORDERS" FROM 9000 LEADING HOTELS RIGHT NOW!

Some war restrictions already lifted, enabling hotel men to buy . . . and, according to American Hotel Association survey, America's war-ridden hotels need everything.

• The American Hotel Association has just completed the most exhaustive survey of hotel equipment needs ever made. It probed large hotels, small hotels, commercial hotels, resort hotels and apartment hotels—and in 48 states. Complete results will be published in the April issue of *HOTEL MANAGEMENT*—the annual Hotel Buyer's Directory. Meanwhile, the preliminary report on a few items indicates total quantities required:

Carpets (yards) . . .	11,173,953
Sheets	3,329,548
Hand Towels	7,400,610
Lamps (all types) . .	2,690,856
Upholstery Material (yards)	1,725,255
Mattresses	190,025
Silverware (pieces) . .	5,280,000

—And they're learning How, When and Where to buy what's available . . . in the magazine they read for profit-making ideas.

AMERICA'S hard-pressed hotel men have just learned they can start to buy now. They did not read it in the newspapers. They get this up-to-date information right in *Hotel Management* . . . their own special magazine which they read regularly for profit. It's great news to these hotel men. Even in peacetime, they bought an important share of all consumer goods sold in America. The war stopped them short . . . yet they've experienced devastating wear-and-tear on every item of plant and equipment. No wonder they're out to buy everything they can lay their hands on. And they've millions available for the purpose.

Talk to these men—now. They haven't time to "shop around." Your ad in *Hotel Management* will reach them and sell them.

Ahrens Publications

HOTEL MANAGEMENT

RESTAURANT MANAGEMENT • HOTEL WORLD-REVIEW

71 Vanderbilt Avenue, New York 17, N. Y.

333 North Michigan Avenue, Chicago 1, Ill.

Representatives: Blanchard-Nichols-Osborn, 805 C & S National Bank Bldg., Atlanta 3, Ga.; Blanchard-Nichols, 100 Bush St., San Francisco 4, Calif.; Blanchard-Nichols, 448 South Hill St., Los Angeles 13, Calif.

The Reprint Dep't Is Busy

Editor, SALES MANAGEMENT:

Enclosed is our check for sixty cents for which we would appreciate receiving six copies of the list, "Seventeen Principal Retail Store Groups and Their National Membership in Principal Cities," as printed in your publication recently. . . .

JARVIS JENNINGS
President
Ayr Scotch Wools Inc.
Green's Farms, Conn.

(These reprints are still available. Price, 10 cents, remittance with order. Among other companies who found the buying-faces list useful enough to order reprints: DeLong Hook & Eye Co.; Universal Tool Co.; J. J. Haines & Co.; Elgin American Division of Illinois Watch Case Co.; Johns-Manville; Richard Hudnut; De Vilbiss Co.; Columbia Mills; Scott Paper Co.; Sherwin-Williams Co.; Scholl Mfg. Co.; B. Kuppenheimer & Co.; Pacific Mills—The Editors.)

Editor, SALES MANAGEMENT:

I would like very much to have sent to me the bibliography of articles about aptitude testing mentioned in connection with the article "Nineteen Questions About Aptitude Testing," in a recent issue. . . .

KARL M. SAYLES
President
Deerfoot Farms Co.
Southborough, Mass.

(Among the scores of companies that similarly evidenced interest in articles appearing in *SALES MANAGEMENT* on aptitude testing: Nutrena Mills; Columbia Broadcasting System; Thomas A. Edison of Canada, Ltd.; Socony-Vacuum Oil Co.; Aitken-Kynett Co.; Columbia Mills; General Electric Co.; Kuhn Paint & Varnish Works; Mishawaka Rubber & Woolen Mfg. Co.; Nu-Way Stretch Co.; Oakite Products, Inc.; Omar, Inc.; Shell Oil Co.; Underwood Elliott Fisher; Young & Rubicam—The Editors.)

But So Is "Reader Interest!"

Editor, SALES MANAGEMENT:

I want to congratulate *SALES MANAGEMENT* on the magnificent article on the Carrier Business Institute. I happened to be waiting to keep an appointment in the offices of the Continental Can Co. when I picked up your issue of March 15. I could not put it down. I was deeply interested in every word. . . . It seems such a worth while idea.

MONROE ROBINSON
Deputy Manager
Treasury Department
War Finance Committee
New York City

Editor, SALES MANAGEMENT:

I have read with interest the article . . . in the February 15 issue entitled "Some If's in Post-War Housing." Would you give us permission to reproduce any or all of it in one of our publications?

I quote from one paragraph of your remarks about financing: "There is, of course, considerable resistance to these lower interest rates. Financial bodies, such as banks, savings and loan leagues, shudder at the idea. They stoutly refute the claims that a low interest rate would increase the total interest receipts." The point which most persons don't realize, those who are not closely connected with the business of mortgage finance, is that home mortgage

financing institutions have to operate within some very narrow boundaries when they establish the interest rate at which they will lend their money. The bulk of the money available for mortgage finance is supplied by millions of persons who save small or large amounts in savings and loan associations and in commercial and mutual savings banks, and by way of the premium they pay to insurance companies. Unless these millions of individuals are paid something for the use of their money they will not save it, but will spend it. Therefore there always has to be some inducement for persons to save money if mortgage funds are going to be available.

Up to the last few years, because of the tremendous demand for money for a variety of purposes, savers, investors, and premium payers had to be offered 4% to 5%, or they would seek a place for their money where they could get that return. Recently there has been so much money seeking investment in relation to the demand for it that competition has forced savers to accept from 1% to 3%.

All the above means then that the mortgage lending institutions, which are trustees of other peoples' money, have their costs of production just the way any manufacturer has. The dividends and interest are the basic figure upon which the interest rate of the borrower is figured. On top of that must come costs of assembling the money from the savers and lending it out to the borrowers. This cost usually ranges from 1% to 2%. On top of that, the business of mortgage lending is one of taking risks which are unknown, and the only way to insure that these future losses can be absorbed when they occur is to set aside reserves in anticipation of those losses. The amount usually required is about one-half of 1% to 1%. Therefore, if an institution is paying 2% for its money to its savers, and it costs 2% to conduct its business, and it wants to set aside one-half of 1% in reserves, the absolute minimum interest rate that can be offered to borrowers is 4½%.

From this statement you can see that the reason for the resistance to the requests of some groups for 2% or 3% mortgage money is sound. It can only be furnished through government subsidy, because even the Government can't get money for less than 1½% to 2%, and it can't put it out and set up reserves for losses any cheaper than private mortgage lenders can do. Therefore, if you want government financing on a subsidy basis, you can bet that the construction industry would be under government regulation.

F. HARDINGE, JR.
United States Savings
and Loan League
Chicago, Ill.



SALES MANAGEMENT

FLORIDA'S BUSINESS-

★ Jacksonville



When war interrupted Florida's tourist business, she rolled up her sleeves and went to work harder than ever. Essential industry had use for Florida's resources . . . and a healthy people who were anxious to be busy 52-weeks-a-year.

Knowing these things, Florida has blueprinted its new business activity for post-war permanence. What happened has been called amazing, yet the rapid, steady growth of Florida as a rich, new, year-round market is built on a solid footing.

Today, Florida's population, pay-rolls, buying power and income are at an all-time high.

Florida's future is being previewed today. Tell your story and sell your product in this rich, new market through the columns of these 3 great dailies, which give you complete coverage of Florida's three major markets and their trading territories.

TAMPA TRIBUNE

National Representatives

Sawyer-Ferguson-Walker Co.

FLORIDA TIMES-UNION

Jacksonville

National Representatives

Reynolds-Fitzgerald, Inc.

Jann and Kelley, Inc., Atlanta

MIAMI HERALD

National Representatives

Story, Brooks & Finley, Inc.

A. S. Grant, Atlanta

How Consumers React to Radio Advertising by Retailers

A survey made in Hartford, Conn., measures consumer response to local retail radio advertising, tabulates listener preferences on the elements of successful retail broadcasts, reveals what types of merchandise women would like to hear more about via the airwaves.

BY MARJORIE FISKE

Office of Radio Research
Columbia University

IN June, 1943, when this survey of retail radio broadcasts was made in Hartford*, three department stores were sponsoring daily programs, and a fourth store had but recently discontinued one. The oldest program, a musical Morning Watch, is on the air from 7:00 to 8:00 A.M., with a conversational M. C., news, time, and seven commercials (two institutional ones, five promoting special items or sales). This program has been running for about eight years. A second department store sponsors a Concert Hour of classical music from 9:15 to 10:00 A.M. (repeated at 10:15 P.M.) with a commercial at the beginning and end, advertising only one product or service. A third sponsors a network news program at 1:00 P.M., and a fourth, until recently, participated in a cooperative "Radio Bazaar," which is now sponsored by several small shops from 8:30 to 9:10 daily. Two specialty shops sponsor daily musical programs and two others have "Sunday only" broadcasts. In addition, several other stores participate in a Mrs. Newcomer program at 2:30 P.M. three times weekly, and altogether some 71 stores in Hartford and vicinity have spot announcements.**

Importance of Retail Broadcasts as Indicated by Listeners' Ability to Recall and Identify Them

The median amount of daytime listening done by the women interviewed in this study is about three

hours. 30% listen four hours or more, and 23.5% report that their radios are on less than an hour. The 4 local stations and the 4 network stations which have good reception in the Hartford area offer a combined total of some 96 hours of daytime programs, *only 3 hours of which are local retail programs*. This relatively small proportion of local retail programs, together with the fact that the average housewife has her radio on only 3 hours in the daytime, might lead one to expect that relatively few interviewees in a cross-section sample would be familiar with local retail programs. The more so since no retailers sponsor daytime serials, a favorite program type with 38% of the respondents.

Local Programs Carry Weight

But such is not the case. On the contrary, listening to local programs seems to play a prominent role in their listening patterns. 85% of the respondents could recall stores which had recently advertised on the radio and could name an average of 3 stores each. Of the 15% who could not recall any, 12% consist of non-listeners, leaving only 3% who listen to the radio in the daytime but could not recall the names of any stores which had advertised recently. Altogether the respondents recalled the names of all the 71 stores which had recently advertised on the radio.

TABLE 1: Recollection of Stores Which Have Recently Advertised

Number of stores mentioned	% of respondents
None	15.0
One	22.5
Two	16.0
Three	20.0
Four	12.0
Five	7.5
Six or more	7.0
Total	100.0 (No. = 200)

Importance of Retail Broadcasts as Indicated by Listeners' Ability to Identify the Advertised Merchandise

To measure further the effectiveness of the retail broadcasts, the respondents were asked whether they were advertising any particular products. Of the 170 who recalled store names, 144, or 85%, recalled that they were advertising particular products, and 103, or 61%, could remember *what kinds* of products were advertised. Table 2 shows the types of merchandise most frequently recalled, with women's ready-to-wear, household articles, and women's accessories predominating.

TABLE 2: Types of Products Which Were Recalled

Type of product	% mentioning
Women's ready-to-wear	34.0
Household articles	27.0
Women's accessories	20.8
Furniture	14.5
Shoes	12.5
Men's furnishings	11.8
Food	9.0
Fur storage	4.1
Books and records	3.4
Gardening articles	2.7
Children's clothing	2.0
Other (cosmetics, electrical appliances, repair service)	2.7
Total	100.0
Total No. Mentions	209.
Total Answers	144.

Effectiveness of Broadcasts Measured by the Buying of Radio-Advertised Merchandise

Of the 173 who had recently heard retail broadcasts, 43% reported that the commercials had interested them to the point of buying advertised products.

Only 75 were able to state what it was about the commercial that made them want to buy the product, however, and inasmuch as a great variety of reasons were given by the 75 who did answer, a quantitative presentation is not practical.

Elements of Successful Retail Broadcasts as Indicated by Listener Preferences

Radio-Newspaper Relationships

To determine the comparative roles of radio and newspaper advertising in the actual and potential buying patterns of retail customers, a series of questions were asked bearing upon attitudes toward and experience with the two media.

The first question asked was: "In general do you prefer to get your information about merchandise from the

* The material in this report is based on detailed interviews with 200 representative housewives in Hartford, Connecticut. This survey was made for Sheldon Coons, in connection with the recent survey of the Retail Promotion Committee of the National Association of Broadcasters.

** The spot announcements are broadcast on all four local stations (WNBC, WDRC and WTHT); three stations have one or two programs each, and the fourth and most powerful (WTIC) has five retail programs, or did have when this survey was made.

*Cleveland gets the big news
SOON

CLEVELAND'S FRIENDLY STATION

WCGAR

MOVES TO

1220

A BETTER SPOT ON THE DIAL

A BIGGER AUDIENCE

A BETTER BUY THAN EVER



★ BASIC STATION... COLUMBIA BROADCASTING SYSTEM
G. A. Richards, Pres., John F. Patt, Vice Pres. & Gen. Mgr.
Edward Petry & Co., National Representative



WHAT MAKES YOUR CATALOG C-L-I-C-K?

LOOSE LEAF, OF COURSE!

Easy to handle . . . easy to read . . . easy to find what you want. And easy for you to keep up-to-the-minute, too, because LOOSE LEAF is flexible! And it saves paper.

Your first postwar catalog will very likely be only a beginning. You will want to add to it as new products are introduced . . . you will want to delete and change. So make it LOOSE LEAF right at the start . . . take full advantage of these features . . .

- ★ **AMPLE ROOM FOR FUTURE EXPANSION . . . most important in new postwar catalogs, which may start small and grow fast.**
- ★ **EASY ADDITION AND REMOVAL OF PAGES . . . keeps up-to-the-minute on changes in merchandise and prices.**
- ★ **IDEAL FOR INDEXING . . . more necessary than ever in days to come for instant reference and quick finding of data.**
- ★ **CONVENIENCE OF OPENING . . . sheets lie flat for quick easy reading.**

If you're in the business of advertising or printing . . . talk postwar catalog preparedness to your clients NOW. See that they start right . . . the LOOSE LEAF way . . . with covers by NATIONAL.



NATIONAL BLANK BOOK COMPANY

ENGINEERS AND MAKERS OF LOOSE LEAF COVERS
HOLYOKE, MASSACHUSETTS

NEW YORK CHICAGO BOSTON SAN FRANCISCO

newspaper or on the radio? Why?

The preferences indicated seemed to be overwhelmingly for the newspaper: 70% prefer the newspaper. But when the respondents were asked further questions pertaining to the comparative functions of the two media, radio becomes more and more important.

When asked, for instance: "If a store advertised a house-dress in the morning paper and on the radio the same morning, where would you be likely to get the information first?", 69% said that they would get it first from the radio.

The possibilities of radio and newspaper advertising as *supplementary* rather than competitive to each other are indicated by answers to the question: "Would it be helpful to you if radio announcements called your attention to particularly interesting newspaper ads?" 60% of the respondents thought such a tie-in would be a good idea, 30% were opposed, and 10% were indifferent.

Considering the fact that this technique has rarely, if ever, been utilized by Hartford retailers, and is therefore something new and unknown, the percentage of favorable reactions to this idea is remarkably high.

What Kind of Merchandise Do Listeners Want to Hear About?

The fact that radio can serve as a reminder to newspaper advertisements does not mean that radio is looked upon as merely a secondary source of information about retail merchandise. Quite the contrary, even in the matter of dresses, which many retailers considered "advertisable" only through pictorial presentation, the majority of respondents feel that a *radio description would be enough to guide them*. In response to the question: "Would you want to see a newspaper picture of a dress described to you over the radio, or would the announcer's description be enough?" 49% would be satisfied with the announcer's description, while 46% would want to see a picture too.

TABLE 3: What Type of Merchandise Would You Like To Hear About?

Type	% mentioning
Women's ready-to-wear . . .	32.5
Household articles . . .	31.0
Women's accessories . . .	1.0
Furniture . . .	2.0
Shoes . . .	2.0
Men's furnishings . . .	1.5
Food . . .	5.5
Fur storage
Books and records . . .	1.0
Gardening articles . . .	4.0
Children's clothing . . .	20.5
Sales, seasonal things . . .	21.5

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IENT

Esquire is not
only a magazine...



it's the MEN'S FASHION AUTHORITY!

Fashion is a funny thing. Men revere it. But they won't admit it. Catch a man checking up on himself in the mirror and he gives a guilty start. Tell him he looks like a fashion plate (even if it is a lie) and he's your friend for life. The truth is men are vain as peacocks.

Dudes and dandies we've always had. From 'way back. But the poor guy who wanted to dress well without looking like a plush stallion was always in trouble. No one to tell him whether his clothes were right or wrong. Not until Esquire came along to give him a hand.

Esquire's fashion editors jaunt hither and

yon and bring 'em back alive. Authentic new wrinkles in wearables, we mean. Color fashion pictures are rushed into print. Men's stores the country over tie in with Esquire's current issue. Customers clamor for merchandise "as advertised in Esquire". Our phones jangle constantly, our mail chute's clogged with reader inquiries on what's correct.

That's the penalty for being the Men's Fashion Authority. It's only a part of what makes our readers feel so close to this unique magazine. But they freely and frankly admit that they benefit by it. And so do our advertisers.

Esquire is not only a magazine... IT'S AN INSTITUTION



ANY AIR EXPRESS shipment that's packaged, labeled and ready to go **SHOULD** go! Don't let it sit! Call AIR EXPRESS right away...instead of waiting for "routine" afternoon pick-ups. Your shipment thus avoids end-of-the-day congestion when Airline traffic is at its peak. That's the secret of getting fastest delivery! **SHIP WHEN READY!**

And to cut costs—AIR EXPRESS shipments should be *packed compactly* but securely, to obtain the best ratio of size to weight.



A Money-Saving, High-Speed Tool For Every Business

As a result of increased efficiency developed to meet wartime demands, rates have recently been reduced. Shippers nationwide are now saving an average of more than 10% on Air Express charges. And Air Express schedules are based on "hours", not days and weeks—with 3-mile-a-minute service direct to hundreds of U.S. cities and scores of foreign countries.

WRITE TODAY for "Vision Unlimited"—an informative booklet that will stimulate the thinking of every executive. Dept. PR-4, Railway Express Agency, 230 Park Avenue, New York 17, N. Y.

AIR EXPRESS
AIR EXPRESS
Gets there FIRST

Phone RAILWAY EXPRESS AGENCY, AIR EXPRESS DIVISION
Representing the AIRLINES of the United States

Type	% mentioning
Everything	4.0
Other (cosmetics, novelties)	2.0
Nothing in particular	11.5
None, nothing	9.0
Indifferent, don't know	4.5

(307 "mentions")

Fifty-three percent of all those answering mentioned women's or children's clothing. Household items come next, being mentioned by over 30% of the respondents, and specials and sales, merchandise unspecified, were mentioned by 20%. Only 9% of the entire group (mostly non-listeners) would not care to hear any department store merchandise advertised on the radio. A comparison of Table 3 with Table 2, in part 1, showing types of advertised merchandise recalled, indicates that more *radio advertising of children's clothing and less of women's accessories* would be very much to consumer taste. (Only 2% recalled hearing children's clothing advertised, but 20.5% would like to hear about children's clothing. Conversely, 20.8% recalled hearing women's accessories advertised, but only 1% said they would like to hear about them.)

Attitudes Toward Current Retail Broadcasts

To determine the general attitude toward the type of retail programs currently broadcast, the interviewees were asked whether there were any store programs which they considered especially good or especially poor, and why. Table 4 shows a decidedly positive attitude toward them: 58.5% think some of the programs are particularly good, whereas only 15.5% consider any particularly bad.

TABLE 4: Proportion of Respondents Considering Retail Programs Particularly Good or Particularly Bad

	Store Programs Considered Particularly Good	Store Programs Considered Particularly Bad
	%	%
Yes	58.5	15.5
No	18.0	60.5
Don't know	6.5	3.0
Do not listen enough to know	14.0	18.0
No answer	3.0	3.0
Total	100.0 (200)	100.0 (200)

The most interesting outcome of an analysis of *reasons* for considering retail broadcasts good or bad is that when a program is *liked* it is liked for a variety of reasons (good music, variety of music, good announcer, clever, interesting commercials, etc.).

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American Pioneer: 1944



Yesterday, she was
the cute trick who
took your dictation.

Today, she's the
girl who stuck it
out on Bataan. Or is writing brave
letters to the South Pacific. Or comes
off the swing shift with smudge on her
nose. Tomorrow, she'll be doing the
biggest job of all. A job in a home
of her own.

Do you think she cares about smart
sophistication? Her own people—her

own problems—these are her life. She
is proud of her place in the great mid-
dle class of America. Her brand-con-
sciousness comes years younger than
in any other group of women. And she
is not particularly conscious of mer-
chandise she does not know by name.

Fawcett's editorial character *singles*
out great "packages" of these young,
brand-conscious, middle-class read-
ers. In *Fawcett Women's Group*, *Men's*
Unit, *Life Story*, *Magazine Comics*,
and *Mechanix Illustrated*, we deliver

them to America's advertisers month
after month—for a total of 93,137,803
newsstand purchasers per year.

Take a good look at this great Amer-
ican. She's in the market for every-
thing. And through the magazines she
reads—actually *reads*—you can sell her.

* * * *

FAWCETT PUBLICATIONS, INC.
1501 Broadway, New York 18, N. Y.—360
North Michigan Avenue, Chicago 1, Ill.—
Los Angeles 14, Pacific Mutual Bldg.,
Edward S. Townsend Co.—San Francisco
4, Russ Bldg., Edward S. Townsend Co.

• The middle class is the class of America

"The Purchasing Department decides who gets the Order in the majority of my calls"



Candid camera catches Mel Bowman of ACADIA SYNTHETIC PRODUCTS DIVISION OF WESTERN FELT WORKS discussing engineering details of Plastic Products with Earle Thompson, Assistant Purchasing Agent of Automatic Electric Company, Chicago.

That's the answer according to Mel Bowman, plastic material engineer for the Acadia Synthetic Products Division of Western Felt Works.

To continue he says "And when I say 'order' I mean the Purchasing Department is definitely the final 'say' as to whether I get or lose the business. It is not only essential that my company be on the 'approved list', the P.A.'s also must be thoroughly familiar with the merits of our product as against our competitors. I say, therefore, to get that order, keep the P.A.'s well informed about your product or equipment."

Mel Bowman has been consulting with industrial companies for 16 years, — and therefore, he speaks from experience.

It naturally follows that it pays industrial advertisers to cover the Purchasing Department. Tell your printed story to the same men your salesmen contact. Backing them up with the right advertising in the right place is just good business.

The right place to tell your story most economically and effectively is in PURCHASING Magazine . . . the national magazine for purchasing agents. It's their own magazine—and it talks their language.

For additional proof, write PURCHASING, 205 East 42nd St., New York 17, N.Y.; 333 N. Michigan Ave., Chicago 1, Ill.; Leader Building, Cleveland 14, Ohio; Duncan A. Scott & Company, West Coast Representatives, San Francisco and Los Angeles.

A CONOVER-MAST Publication

PURCHASING
MARCH 1944

When a program is disliked, however, one reason becomes paramount: poor commercials. In other words, retail advertising can be of three varieties: (1) so informative and "witty" that it becomes a drawing card to the program, (2) so unobtrusive that it does not interfere with attitudes toward the program itself, or (3) so obnoxious that any possible appealing qualities of the program are completely lost in the unpleasant aura cast by the commercial.

External Characteristics of Good Store Programs

In answer to the question: "Would you like a department store program to be concerned only with information about merchandise, or would you like to have an entertainment program along with it?", 90% of the respondents answered that they wanted entertainment in addition to the information (as might be expected in view of their general dislike of "spot" announcements).

To determine what kind of program these housewives were interested in hearing, they were asked two questions: "What daytime programs have particularly interested you in the past few weeks?" and "Are there any kinds of programs you wish you could hear more often?" It develops that people do not necessarily want to hear more of their favorite program. The program type most preferred, for example, is serials (38%), but only 5% wish there were more of them. On the other hand, while only 14% prefer "good" music to all other types, 34% would like to hear it more often. This distinction is brought out vividly in the cross-tabulation on this page, showing the distribution of those preferring certain types of programs according to which programs they want to hear more often.

Only 59.0% of those who prefer serials are interested in hearing any particular kinds of programs more often. In other words, 41% of them are satisfied listeners. On the other hand, 93% of those who prefer good music want to hear more of particular programs—only 7% are satisfied listeners. This dissatisfaction accounts

for the fact that though serials are a favorite program type, good music is the type most frequently mentioned for additional programs and indicates the importance for those who are planning programs of considering not only favorite programs, but programs desired more often; programs that there "aren't enough of."

To summarize the remaining external characteristics of good retail broadcasts as envisaged by the housewife: Daily programs are preferred by 43.5%, and 27.5% said that any day would be convenient; if broadcasts are not to be daily, early in the week was considered better than late in the week.

Early morning hours, that is, before 9 o'clock, are preferred by 30.5%. For the rest, hours between 9 and 12 seem best, with late evening and middle afternoon favored by only about 10% each. There is some indication that people with higher incomes tend to prefer earlier programs than do those with incomes of less than \$4,000, who indicate a preference for afternoon programs.

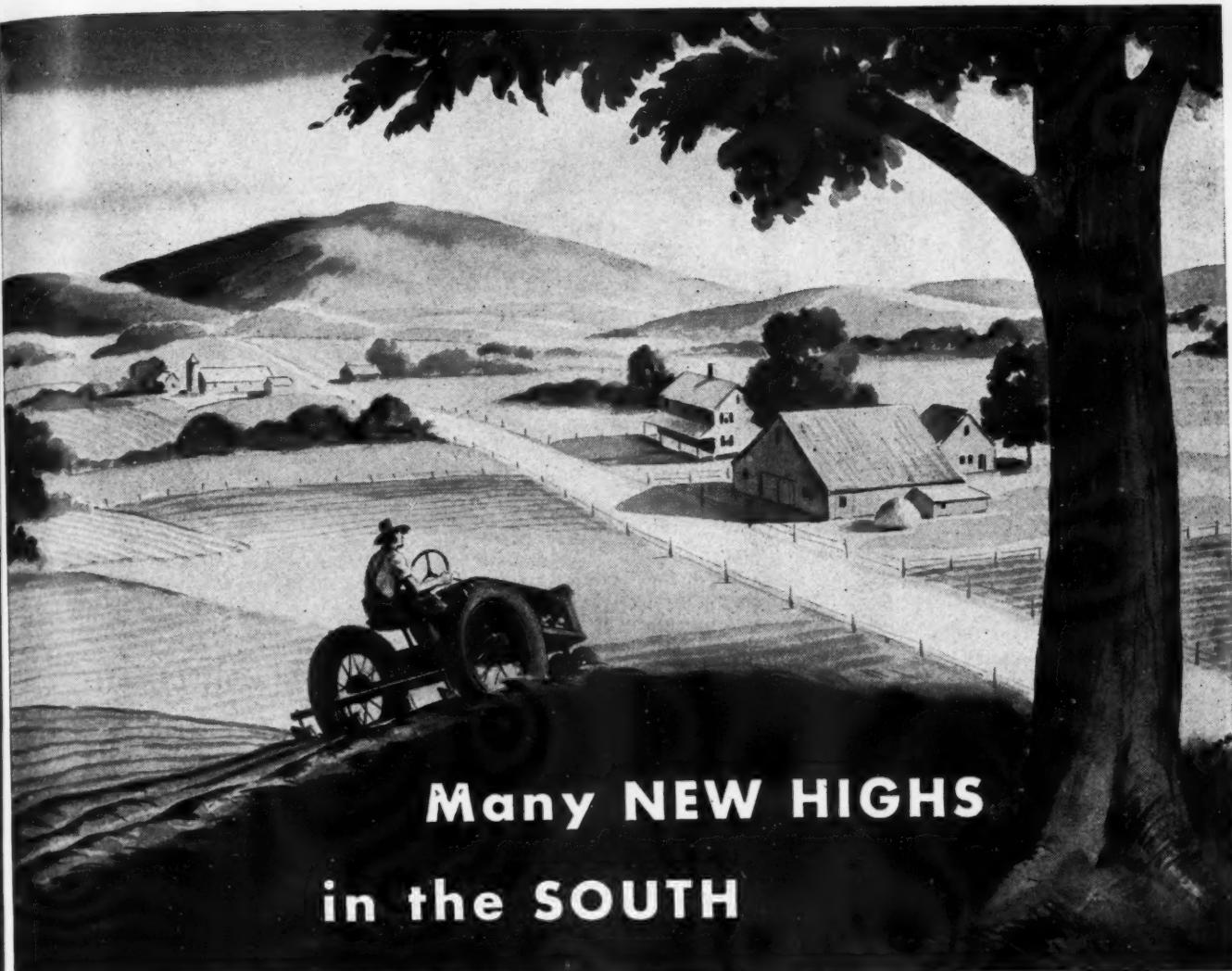
As to length, 47% would like 15-minute programs, 36% would like half-hour programs, and 7.5% prefer one-hour programs. Only 8% want programs to last less than 15 minutes.

What's the Ideal?

To interest housewives, then, a retail broadcast should consist of a program, not just "spot" announcements. The type of program should depend upon the degree of satisfaction with current program offerings. (In Hartford it is clear that a variety musical program would have considerable appeal.) The commercials should advertise ready-to-wear, household items, children's clothing and accessories predominantly, but all kinds of merchandise would probably be well-received. The advertising should be brief and to the point, and should describe how the article is used or how the merchandise wears. Ready-to-wear should be described in some detail, and many customers would welcome the idea of having the radio announcement refer them to a newspaper picture (appearing the same day).

TABLE 5:
Program Preferences According to Programs Desired More Often

Program Preferences	Do you want to hear any program more often?		
	Yes %	No %	Total %
Serials	59.0	41.0	100.0 (76)
Music (classical, semi-classical, "good")	93.0	7.0	100.0 (27)
Popular music	70.0	30.0	100.0 (30)
News	63.0	37.0	100.0 (48)
Variety	80.0	20.0	100.0 (20)



Many NEW HIGHS in the SOUTH

THE agricultural South plays a leading role in the coming Victory, and simultaneously it girds itself for a vital role in the coming Peace.

Food production on Southern farms is reaching new high. Crop and land values, too, but more impressive, the farmer's place in the future is more important than ever before.

Southern Agriculturist—for 75 years a service book for farmers—keeps pace with today's improved conditions . . . and tomorrow's. We can boast of our lineage, but prefer to boast of our market and Southern Agriculturist's place in that market. That is what means sales opportunity for you, now during the war, and in the post war days ahead.



Is read by 2 out
of every 5 white
farm families in
the South.

A SOUTHERN AGRICULTURIST

"Sells the South"

NASHVILLE • LOS ANGELES • NEW YORK • CHICAGO • DETROIT

DOWN SOUTH
IT'S...

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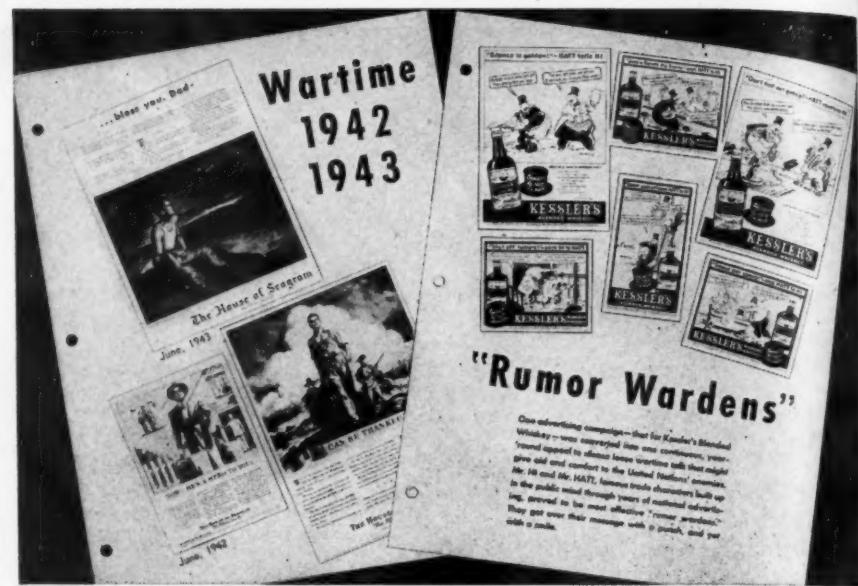


50,000 WATTS
gateway to the rich
Tennessee Valley



represented by
PAUL H. RAYMER CO.

[100]



"Rumor Wardens"

One advertising campaign—that for Kessler's Standard Whiskey—was conceived from one conviction, year-round appeal to absent home wartime folks that might give old and comfort to the United Nations' families. Mr. H. and Mr. HATT, former trade characters built in the public mind through years of national advertising, proved to be most effective "rumor wardens." They got over their message with a punch, and yet with a smile.

Each of the aspects of Seagram's war-purpose advertising receives one page of explanation in the easel presentation prepared by the Seagram advertising department.

Cavalcade of War Advertising Builds Good-Will for Seagram

It started out as a family affair. It ended up in the hands of the salesmen as a tool for telling an institutional story to dealers.

BY GEORGE E. MOSLEY

Advertising Manager
Seagram-Distillers Corporation
New York City

COOPERATING closely with our Government, American advertisers have devoted a substantial part of their advertising effort to the advancement of various phases of the war effort. In the aggregate, the extent of that service probably never will be measured.

This is an account of how one company, a fairly big-scale national advertiser, having undertaken to assemble in compact form—and strictly for its own records—a visual summation of its own war-purpose advertising, produced a sales tool that is proving highly effective as a builder of goodwill.

It occurred to us that some time in the future we might want to look back and see what we, as a company, did in World War II. So we assembled specimens of all our war-purpose advertising, and with it made up in easel form a private presentation.

The war had affected our advertising program in two ways. It had presented an opportunity to help in the war's prosecution. And, because the

diversion of our distilleries' output to war uses had made it necessary for us to draw on our warehouse stocks to supply the trade and so had compelled us to allocate the distribution of those stocks, our advertising had to assume, also, a task in trade relations.

Accordingly, in our presentation's foreword, we set down that "generally speaking, the activities this report covers have been carried forward toward two major objectives: (1) to further the war effort; and (2) by furthering the orderly allocation of existing liquor stocks—which are not being replenished—to help insure the equitable distribution of those stocks to the trade and through the trade to consumers and, at the same time, to cause current stocks to last as long as possible."

In Section One—advancing the war effort—we set up, approximately in chronological order, the following:

1. A proof of a magazine-and-newspaper advertisement that, in September, 1941, three months before Pearl Harbor, appealed to the American people to buy what then were



"Mr. Churchill is the GRANDEST MAN"

What do women talk about? You'd be surprised. Not only about living costs in which they have a special interest from holding the purse strings and spending most of the family income. World events, politics, people in the news, what's going on in Washington—you'll find the women in towns and small cities well-informed because they read **PATHFINDER**. It's a news weekly that interests the whole family.

America's oldest news weekly, is edited expressly for the sixty percent of all Americans who live in towns and cities with a population of less than 25,000—the bigger part of the nation who spend their money in Main Street's retail stores. Under **FARM JOURNAL** control, **PATHFINDER'S** old printing plant has been scrapped and the magazine put on the fastest presses in the country, to provide the utmost in editorial timeliness and high quality printing.

Until now, our towns and small cities have been the least satisfactorily covered by advertising. Yet in those localities are half of the country's retail outlets, and there is 48 percent of the national expenditure for consumer goods. Presentation of the facts about the re-created **PATHFINDER** has brought a large volume of orders from foremost national advertisers.

PATHFINDER offers one of the most direct and effective means of reaching America's richest potential market.

PATHFINDER

News Weekly from the Nation's Capital

PATHFINDER BLDG.

WASHINGTON, D. C.



GRAHAM PATTERSON, Publisher

ADVERTISING OFFICES:

Philadelphia 230 West Washington Square
Washington, D. C. Pathfinder Bldg., 2414 Douglas St.
New York Room 2013, Graybar Building
Chicago Room 2101, 180 N. Michigan Ave.
Detroit Room 5-267, General Motors Building

APRIL 15, 1944



RADIO MEN

THIS IS A POTENT SELLING TOOL

It contains a highly accurate, ultra-carefully tested Pan-El Control Crystal. We make them for the most exacting customer there is . . . Uncle Sam. We make them in large quantities, so we have learned how to pull the price down. Hence we can offer you this important post-War radio receiver component at low prices. Your own engineers will tell you that crystal control is the coming radio feature. Your advertising men will leap at the "Crystal Clear Radio" copy possibilities. Your own selling sense will tell you Crystal Control is a feature that can mean post-War volume radio sales. We'll be glad to lend our experience, without obligation.

PAN-ELECTRONICS LABORATORIES, INC.
500 Spring St., N. W., ATLANTA, GA.



QUANTITY PRODUCERS OF STANDARD AND SPECIAL

Control Crystals

called United States Defense Bonds.

2. Specimens of our "hush-hush" posters which, designed to warn of the wartime dangers of loose talk, have been displayed from coast to coast and to the number of more than 500,000. In addition, to the number of several million, the posters have been distributed in the form of post-cards, stamps, table tents and menu covers.

3. A complete magazine-and-newspaper campaign, signed by Kessler—a campaign that "was converted into one continuous, year-round appeal to silence loose wartime talk that might give aid and comfort to the United Nations' enemies."

Ads Stress Moderation

4. Our Moderation Program: "Since shortly after the repeal of Prohibition on December 5, 1933, Seagram has used national advertising space at regular intervals to urge that liquor be used moderately. Here was a theme that, foresighted as it may have been at its conception, scarcely could be said to have foreseen the present war; yet here was a theme that, quite logically—both on the score of advancing the war effort and of conserving existing liquor stocks—could be closely adapted to war conditions.

5. The easel text explains: "A war program such as that in which our Nation is engaged moves forward, not on one front, but on many fronts. This is a war, not merely of fighting men, but also of peoples; and here in America it demands of each civilian some specific kind—indeed, many specific kinds—of support."

Under this heading, we set up specimens of:

(a) Seagram advertising urging conservation of fuel; (b) advertising urging conservation of food; (c) advertising urging conservation of gasoline; (d) advertising combating dangerous talk; (e) advertising urging conservation of train travel; and (f) advertising urging greater food production.

6. Our outdoor campaign to promote the sale of War Bonds. Easel text explains: "In advance of the Third War Loan drive, the Seagram management asked the Treasury Department in what way our advertising could best advance the campaign. The answer was: 'Reach the masses of people in war-production areas.' Result: a nationwide, Seagram-sponsored 24-sheet poster campaign—2,500 in 42 cities. Estimated circulation: 30,000,000 daily." To reach additional millions, our presentation pointed out, the War Bond posters were adapted for use as car cards and as newspaper ad-

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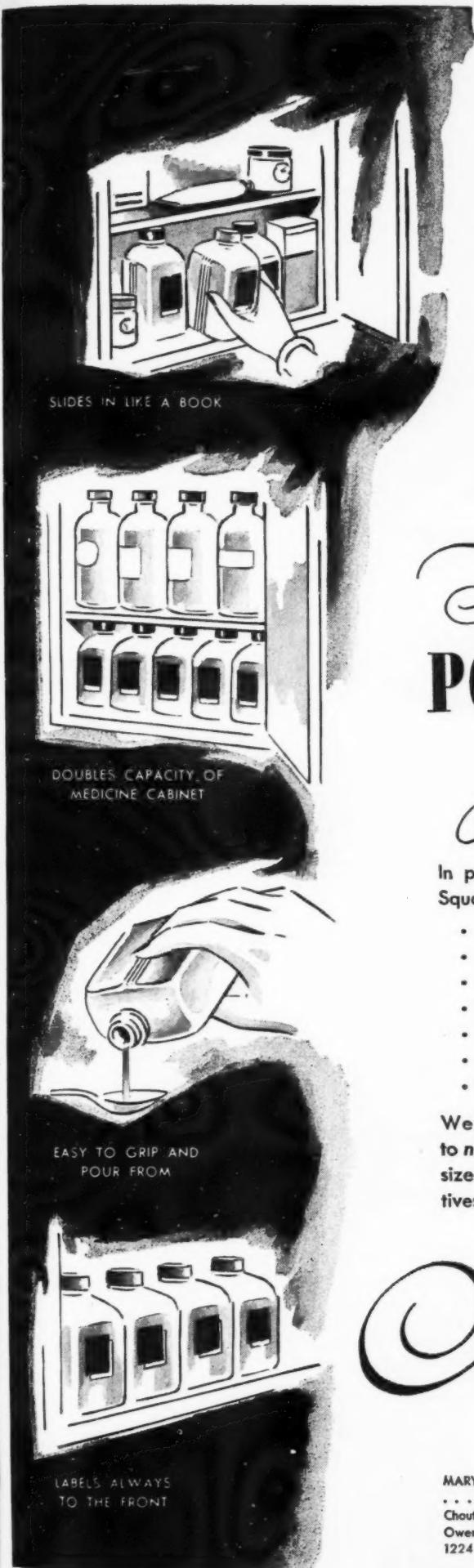
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The POSTWAR BOTTLE for your Product

In planning for the future, consider the advantages Cabinet Square delivers—whether you pack one or a line of products:

- No size too tall for medicine cabinet.
- Requires less space for shelf or counter display.
- Square shape makes it look big.
- Ideal for line of related products.
- "Big" label space on flat surface.
- Complete range of sizes (1 to 32 oz.).
- Packs compactly, reduces cost, less danger of breakage.

We are NOT in a position to make Cabinet Square deliveries to new users now but we will be glad to send a sample in the size you request if you, like many other sales-minded executives, are making package improvement plans for the future.

Maryland
BOTTLES AND JARS

MARYLAND GLASS CORPORATION, BALTIMORE-30 . . . 270 Broadway, NEW YORK-7 . . . Berman Bros., Inc., 1501 S. Laflin St., CHICAGO-8 . . . H. A. Baumstark, 4030 Chouteau Ave., ST. LOUIS-10 . . . J. E. McLaughlin, 401 Lock St., CINCINNATI-2 . . . Owens-Illinois Pacific Coast Co., 135 Stockton St., SAN FRANCISCO-19 . . . Aller Todd, 1224 Union Ave., KANSAS CITY-7 . . . S. Walter Scott, 608 McCall Bldg., MEMPHIS-3.

vertisements in strategic cities.

7. Enlisting Seagram Manpower. This section, although it isn't concerned with an advertising activity, belongs in the presentation, we believe, because it records the home-front services of Seagram men and women. It tells of their work in War Bond drives, Red Cross campaigns, and so on.

8. Our Victory Creed. This creed, supplied by our company and displayed in taverns from coast to coast, places retail establishments on record as advocating moderation, discourag-

ing loose talk, and urging the purchase of War Bonds and Stamps.

9. Point-of-sale Displays: "Even into semi-permanent displays for taverns, Seagram inserted potent reminders of Government-sponsored victory themes—War Bonds, blood donations, keeping on the job, stopping rumors."

10. A wartime instruction manual for salesmen. This section of the presentation deals with "Selling Secrets," which goes to Seagram salesmen.

In Section Two of our easel presentation, summarizing wartime trade-relations work, we set up the following:

1. A business-paper campaign in which, under the signature of Victor A. Fischel, vice-president in charge of sales and advertising, we explain why strict rationing of available supplies is necessary and why consumers should not be permitted by retail outlets to hoard, and in which we make public our four-point platform for wartime distribution.

2. Retail-front Cooperation. Our easel presentation records how—although we sell only through distributors—Seagram field men work constantly and closely with retail outlets to insure equitable allocation of existing stocks.

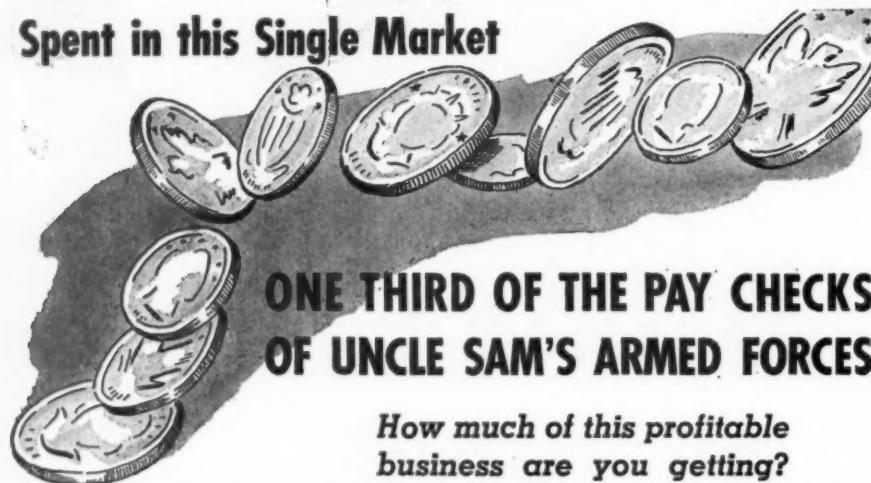
3. A sound slide-film in which we have developed the theme of our business paper campaign—this for use in trade meetings.

4. To supplement the slide film, a booklet.

5. A point-of-purchase display piece, with printed inserts, to set forth official OPA prices on our brands.

Thus we made up our own strictly private presentation. Our field men heard of it and began asking for copies. And so, although at first we hadn't contemplated any such step, we adapted our presentation to portfolio size and, together with a bulletin of suggestions for its use, sent each of our field men a copy. In its present form we call it "Design for Goodwill," and it has become a part of our field men's selling equipment.

Spent in this Single Market



How much of this profitable business are you getting?

The Post Exchanges and Ships' Service Stores sell every kind of merchandise that can be used by the men and women in uniform. These outlets follow the forces—on land and sea, at home and abroad. They are the principal source to which members of the Army, Navy, Marines, Coast Guard . . . and their Women's Auxiliaries turn for personal needs. Whatever you have to sell can find access to this vast purchasing power through the Army Exchanges and Ships' Service Stores.

THE DIRECT NO-WASTE WAY

to the attention of the Officers and their aides who do the buying is through the advertising pages of



... the trade paper of the PX and Ships' Service Stores. In volume of advertising addressed to these buyers, no other medium even remotely approaches the record of POST EXCHANGE . . .

Get your share of this great market. Send at once for complete information and rates

Military and Civilian Authorities concur in the opinions that
The MILITARY Market is a PERMANENT Market

All signs point to compulsory peacetime military training. In special courses N. Y. UNIVERSITY continues to train civilian personnel for career executive positions in the Post Exchange Service. YOU CANNOT OVERRATE THE IMPORTANCE of reaching a market composed of men and women at the time when their lifetime buying habits and brand loyalties are being formed.

Post Exchange

ARMY
NAVY
MARINES
COAST GUARD

POST EXCHANGE

292 MADISON AVENUE, NEW YORK 17, N.Y.

WALTER W. MEEKS
101 Marietta
ATLANTA 3, Georgia

SIMPSON REILLY, Ltd.
Garfield Building
LOS ANGELES 14, California

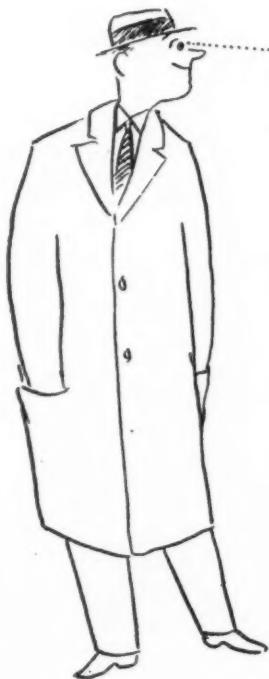
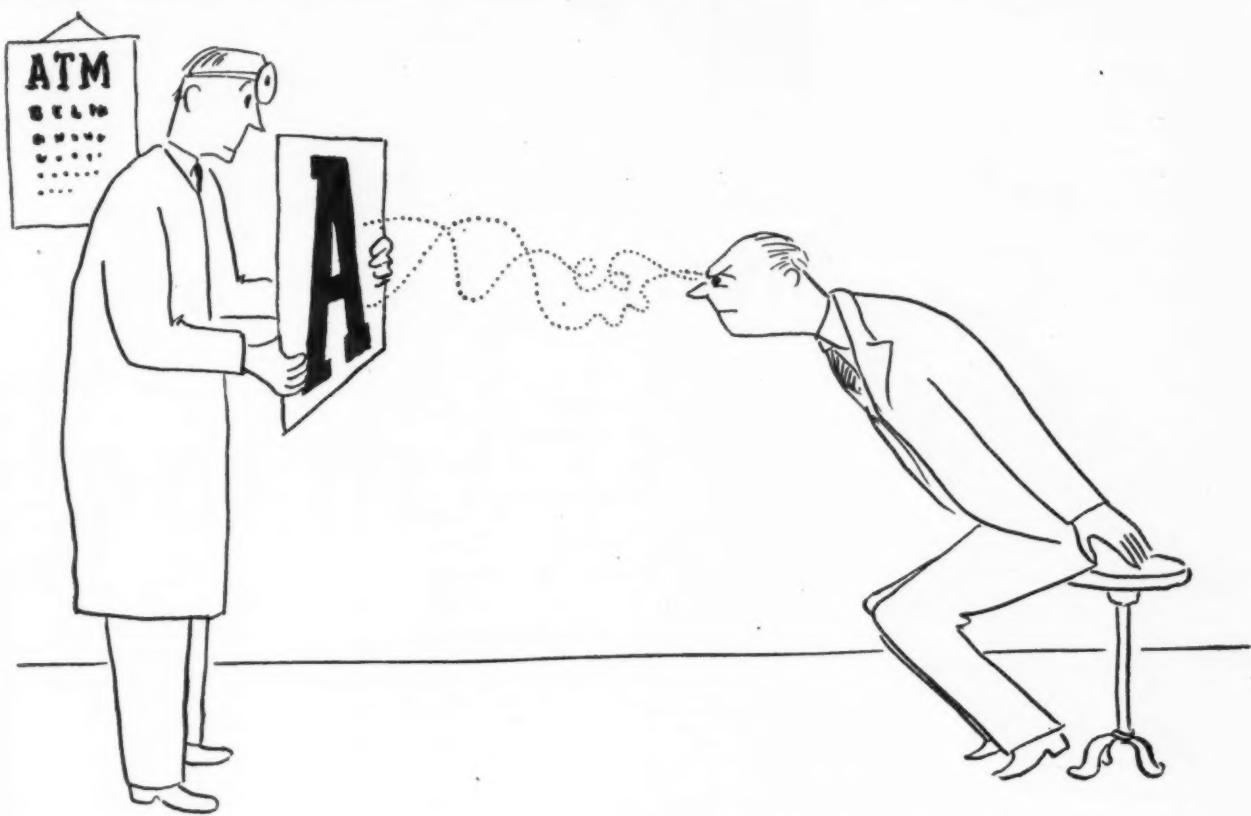
FRED WRIGHT COMPANY
915 Olive Street
ST. LOUIS 1, Missouri

SIMPSON REILLY, Ltd.
Russ Building
SAN FRANCISCO 4, California

HARLEY L. WARD, Inc.
360 N. Michigan Avenue
CHICAGO 1, Illinois



Never Underestimate the Power of a Woman!



Nor the Power of the Magazine Women believe in!

The girls are keeping *their* eyes pretty steadily fixed on the Journal. With no cut in Journal newsstand allotments, the latest issues show a sell-out — less than one-half of one per cent return.

LADIES' HOME

JOURNAL

Largest audited circulation of ANY magazine

Look Here, Scratch Pad Fans!

T. Harry Thompson's "Scratch Pad" now in book form. His best "peeves, puns, puffs, piffle and ponderosity" selected by T. Harry himself, who writes a frank and intimate foreword explaining "how he got that way." Illustrations by Angelo . . . including a "study" of the author at work on his "colum." 64 pages of laughs and chuckles, in gay colorful binding. Price is only 75¢—remittance with order.

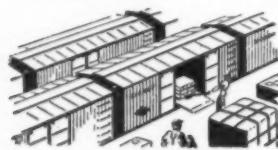
Send for your copy, or copies, of "Gagged & Bound" today. Quantities prices on request.



Sales Management
386 Fourth Avenue
New York 16, N. Y.

Railroads

They help make Buffalo the country's second largest shipping center...and are one of the widely diversified industries that put Buffalo in the foreground as an essential market for present and post-war sales activities.



**Buffalo
COURIER
EXPRESS**

Only Morning and Sunday
Newspaper in Buffalo

LARGE PHARMACEUTICAL HOUSE with branches in Latin America, offers unusual opportunity to Several Young Men, to train for positions abroad. Must have broad Sales and Advertising Background and facility for languages; export experience desirable. Detail fully education, experience, special training, age, draft status and salary expectancy. Statement of Availability Required. Sterling Products, International, Inc. 120 Astor Street, Newark 5, N. J.

[110]



R. E. Dunville (left), vice-president, Crosley Corp., and assistant general manager, Station WLW, accepts the Alfred I. duPont Award to a large station, as Mrs. duPont, widow of the financier and philanthropist, and Frank E. Muller, general manager of NBC, look on.

Media & Agency News

Agencies

The agencies have been busy electing a new crop of vice-presidents. . . . William D. Horne, Jr., is joining Needham, Louis and Borby, Inc., as a v. p. He started as a copywriter with *Motor Age* and went on to Green, Fulton and Cunningham, serving as a v. p. when the firm became Fulton, Horne, Morrissey Co. During a leave of absence over a two-year period, Mr. Horne did public relations work for the Treasury Department and the Internal Revenue Bureau in Washington. Currently he is vice-chairman of publicity for the Fourth War Loan Drive in Chicago and Cook County.

* * *

Vice-presidents elected at J. Walter Thompson are: Paul Berdanier, Jr., Arthur T. Blomquist, art department, and Ruth Waldo, editorial department, New York office. Fred W. Boulton, art department; Harry Mitchell, contact, and George Reeves, editorial department, Chicago office. L. O. Lemon is elected comptroller.

* * *

G. T. Sweetser becomes executive v. p. of Abbott Kimball Co., leaving *Esquire* and *Apparel Arts* where he has been advertising executive for the

formerly advertising manager of Pabst Blue Ribbon Beer, is director of marketing and research for Foote, Cone, and Belding, San Francisco office. . . . Nye Pharr joins O. S. Tyson and Co. as art director. . . . John F. Barry, formerly president of Minoco Production, joins Young and Rubicam, Inc. Also joining Young and Rubicam, Inc., is Robert T. Meyers.

* * *

The Al Paul Lefton Co., Inc., has opened an office at 601 13th Street, Washington, D. C., to meet the needs of clients for close contacts in wartime Washington. In charge is Colonel Charles M. Piper. . . . Federal Advertising Agency institutes a series of twelve weekly lectures for its employes on agency operations, with heads of each division lecturing on the theory and operation of their sections. . . . Grant Advertising, Inc., assumes control of the Monroe Advertising Agency, Havana, Cuba, and the Caracas, Venezuela, office of the *Publicidad Inter-Americana*. Both offices are under the direction of John A. Dey, vice-president.

* * *

A new advertising agency devoted exclusively to fashion advertising opens at 714 West Olympic Boulevard,



Carl H. Henricon, Jr., becomes Associate Director of Research of J. M. Mathes, Inc.



Miss Lucy Barnes, who opens her agency devoted to fashion advertising.

past nine years. . . . Carl H. Henricon, Jr., resigns as regional business consultant for New York Region of the Department of Commerce to become associate director of research of J. M. Mathes, Inc., a new position in the department. . . . Stanley Talbott,

Los Angeles, under the direction and ownership of Miss Lucy Barnes, formerly with I. Magnin and Co. . . . Swafford and Koehl, Inc., New York and Cleveland, opens an additional office at 66 Luckie Street, N.W., Atlanta. . . . Bert Johnston announces the

SALES MANAGEMENT

Put your eye
to the keyhole and

TAKE A PEEK

AT TODAY'S NEW

South!



Take a peek at what's in store for you in today's New South—take a glimpse into the fabulous future of this rich young market. Take a look at the smoke pouring from hundreds of new plants that have sprung up in the heart of a region teeming with natural resources, ready and *asking* to be transformed into new wealth. See the millions of acres of rich farmland that are sending agricultural incomes skyrocketing. • Yes, the Southland is poised on the threshold of a new and wondrous future—its possibilities have barely been tapped—its potentialities are tremendous. Now is the time to find your place in this great merchandising frontier—and *Holland's* is the magazine to reach your market. *Holland's* is closely keyed to the South's post-war planning—*Holland's* is tailored to fit the needs of the Southland.

The surest way to reach this rich, young market is through your advertisements in *Holland's*—the magazine of the *New South*.

PRE-POSTWAR PLANNING MEANS POST-WAR JOBS

A SIGNPOST TO
TODAY'S NEW SOUTH

Coming events cast their shadows—and already there is looming for the South the prospects of construction projects for the new post-war world. Blue prints are being prepared—engineers are working out designs and specifications ready to let contracts as soon as the go-ahead signal is given. Engineering News Record's facts and forecasts on proposed post-war construction projects, including both public works and private contracts, shows Texas *fourth* on the list of all states—Texas, the leading state of today's New South!

A SIGNPOST TO
HOLLAND'S

ON THE HIGH C's WITH HOLLAND'S!

Coverage—C concentration—C confidence—these are the salient points of *Holland's* coverage of the New South. Ninety-seven percent of *Holland's* circulation is in fifteen Southern states. For four decades *Holland's* has been built to fit perfectly the seasons, climate, social customs and economic conditions of the South. That's why in today's New South, 48 percent more readers read your ad in *Holland's* than in leading national magazines.*

*In proportion to circulation, according to L. M. Clark Reader Interest Survey.

Test Today's
New South
with Holland's



Holland's

The Magazine of the New South

52 VANDERBILT AVENUE, NEW YORK
205 GLOBE DEMOCRAT BUILDING, ST. LOUIS
West Coast Representatives: SIMPSON-REILLY, LTD., RUSS BUILDING, SAN FRANCISCO
GARFIELD BUILDING, LOS ANGELES

★ DALLAS TEXAS ★

CUSTOMS, TRAITS AND HABITS —OF PRESIDENTS

"Managing" presidents will lose some of its terror and defeat if some of the principles and peculiarities that distinguish presidents are kept in mind.

The primary rule in the "Care and Feeding of Presidents" is to remember that presidents favor lieutenants who

1. Present *fundamentals* instead of *details*;
2. Come with decisions instead of *for* decisions.

Fundamentals are determined by *ideas*. The company that sells the *ideas* has a good chance of selling the *goods*.

The ideas that sell presidents are those that fall in with their Customs, Traits, and Habits of *thinking* and *doing*.

1. Presidents think and plan *further ahead*;
2. Presidents "see" in terms of figures, percentages, ratios, charts, graphs, balance sheets, costs, taxes, profits, surpluses, and *dividends*;
3. Presidents like ideas that make for efficiency, time saving, cost saving, a better and more appealing product, *more sales*;
4. Presidents welcome ideas that make for better employee and public relations;
5. Presidents accept ideas that involve capital investment or maintenance "extras" to the extent that they are *convinced* that such expenditures *can* be afforded or *ought to be*;
6. Presidents are persuaded by *prestige* and *standing* as well as by overall technical or scientific superiorities;
7. Presidents embrace ideas and make their decisions on the basis of experience, judgment, departmental recommendations; and, sometimes, by intuition, hunch, tossing a coin, or for purely personal or emotional reasons, —ignoring the persuasion of science or facts—seldom enough to prove that they usually are wise and often enough to show that they are human.

Those who recognize these "Customs, Traits, and Habits" in their own superiors will grasp the importance of selling their products by *advertising their ideas*.

DUN'S REVIEW provides an ideal vehicle for selling ideas. The magazine reaches 20,092 presidents and 33,567 other executives, making the decisions for the leading companies in manufacturing (55%), wholesaling (26%), finance (9.7%), and assorted (9.3%).

Why not send for detailed circulation statement and evidence of unusual results secured by other advertisers?

DUN'S REVIEW

Published by DUN & BRADSTREET, INC.
290 Broadway, New York 7, N. Y.

CHICAGO CLEVELAND BOSTON LOS ANGELES SAN FRANCISCO

opening of his own advertising agency under the name of Bert Johnston and Co. Offices are in the Union Trust Building, Cincinnati. Mr. Johnston is the author of "One Nation for Sale." He leaves the Ralph H. Jones Co. as vice-president.

* * *

Sherman K. Ellis is elected chairman of the Board of Governors of the New York Council of the American Association of Advertising Agencies. Robert E. Lusk, executive v. p. of Pedlar, Ryan and Lusk, Inc., is elected vice-chairman. H. B. LeQuatte, president of H. B. LeQuatte, Inc., is secretary-treasurer. Monroe F. Dreher, president of Monroe F. Dreher, Inc., and Dwight Mills, executive v. p. of Kenyon and Eckhardt, Inc., are elected governors. Continuing in office as governors are Otto Kleppner, partner of The Kleppner Co., and Irwin A. Vladimir, president of Irwin Vladimir and Co., Inc.

* * *

Knollin Advertising Agency announces the removal of their Southern California office to The Security Insurance Building, 530 West 6th Street, Los Angeles. . . In Philadelphia, Robert E. Moore joins The Aitkin-Kynett Co. as account executive. . . Appointed head of the radio department of John H. Owen, Inc., is Bernard H. Pelzer, Jr. . . R. P. Castelo Branco, Brazilian author, is named head of the copy department of J. Walter Thompson's Sao Paulo, Brazil, office. . . To James Thomas Chirurg Co., Inc., in Boston goes Flavel D. Ray as copy department and account representative.

* * *

Accounts: Harle Publications, Inc., and the Comic Corporation of America to The Ralph H. Jones Co., New York. . . Storage Battery Division of Thomas A. Edison, Inc., to O. S. Tyson, Inc., New York. . . Field Abrasive Specialty Co., to Hutzler Advertising Agency, Dayton. . . Allen V. Smith, Inc., dehydrated soups, etc., to Alley and Richards Co. . . Parker Watch Co. to Mercury Service Co., San Francisco. . . Revlon Products Corp. to McCann-Erickson. . . Manning's, Inc., coffee roasters, to Knollin Advertising Agency. . . American Gauge Co. to Hutzler Advertising Agency, Dayton. . . Endocreme, cosmetics, to Charles W. Hoyt, Inc., New York. . . Cresta Blanca Wine Co. to Batten, Barton, Durstine and Osborn, Inc., New York. . . H. M. Shanzer, San Francisco, rice drier manufacturers; Gragnano Products Co., macaroni, to Brisacher, Van Norden & Staff, San Francisco. . . Dinkler Hotels, and Ballard Aircraft Co. to Swafford and Koehl, Inc., New York.

SALES MANAGEMENT

Copy Problems?

Send now
for this **FREE** study!

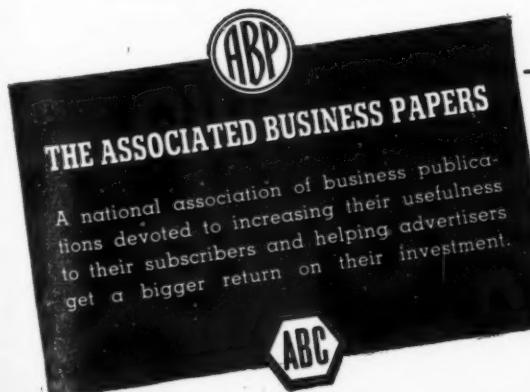
IF YOU could find time, you probably would like to thumb through dozens of current publications to learn how other alert advertisers are handling the hard problem of copy these days. You don't need to go to all that work and expense now because the Associated Business Papers has prepared just such a thorough piece of research for you. The work is all done, it is yours for the asking, and it won't cost you one red cent!

Just fill in the coupon and ask for your copy of "Transition Themes for Business Paper Advertisements."

Why the word *'Transition'*? Because conversion-to-war-production, as such, is an accomplished fact. From now on in, no matter how long it takes, business is in a *transition* period—a period of change (be it gradual or abrupt) from the high peaks of war material production to the final day when the last contract is cancelled.

What A.B.P. does in this study is to point a trend—to show how a dozen different advertisers in a *dozen different ways* really get down to earth in their advertisements by writing copy that sincerely seeks to be helpful to those who will read it.

Any representative of an A.B.P. member publication will be glad to give you a copy of "Transition Themes for Business Paper Advertisements"; or just fill in the coupon and mail to The Associated Business Papers, Department 83, 205 E. 42nd Street, New York 17, N. Y. If you prefer write us on your company letterhead for your **FREE** copy. There is absolutely no obligation.



THE ASSOCIATED BUSINESS PAPERS
Dept. (83), 205 East 42nd Street
New York 17, N. Y.

Please send me, without obligation, my **FREE** copy of "Transition Themes for Business Paper Advertisements."

Name.....

Position..... Company.....

Street..... City & State.....

**V...-Mail
YOUR LETTERS
TO THE BOYS**

*For the convenience
of our guests
V...-Mail forms
have been placed
in all rooms*

Hotel Lexington
HOME OF THE
Hawaiian Room

CHARLES E. ROCHESTER, V. P. & Mgr. Dir.
LEXINGTON AVE. AT 48th ST., N. Y. C. 17



THE POWER OF 3...

Radio-wise buyers get all three—coverage, programs and rate—when they pick WDRC for spot announcement schedules. **Connect in Connecticut by using WDRC!**



WDRC
HARTFORD 4 CONNECTICUT

BASIC CBS
Connecticut's
Pioneer
Broadcaster

Radio

WLW, Cincinnati, is the recipient of one of three radio citations in the second annual Alfred I. DuPont Award presentations for "outstanding and meritorious service in encouraging and developing American ideals of freedom, and loyal and devoted service to the Nation and to its com-



George H. Allen,
newly elected
manager and sec-
retary of Coopera-
tive Analysis of
Broadcasting, Inc.

munity." . . A. W. Lehman is elected president of Cooperative Analysis of Broadcasting, Inc., with George H. Allen appointed to succeed Mr. Lehman as manager and secretary. . . Application for licenses for three television broadcasting stations, to be built in Philadelphia, Boston, and Pittsburgh, by Westinghouse as soon as critical materials are available, have been filed with the Federal Communications Commission. . .

KSLM, Salem, Ore., becomes a

fulltime Mutual network affiliate. Bob Hope heads the list of the "First Fifteen" evening programs, with Fibber McGee and Molly, and Jack Benny a respective second and third, announces Evening Network Hoop eratings. . .

KRNT and KSO, Des Moines, announce their sponsorship of a "Food For Freedom Fair" to be held in August. . . NBC's War Clinic, voiced by Niles Trammell, NBC president, outlines plans for peacetime television, including repertory services for outlets. . . Carl Haverlin is named director of station relations for the Mutual Broadcasting System. . . Mutual also announces J. E. Wallen as comptroller and financial director. . .

KMBC, Kansas City, dedicates its paid space in behalf of the broadcasting industry, emphasizing radio's contributions to America in war and peace. Expressions of tribute from typical radio listeners are incorporated in KMBC's regular business paper advertising service.

Newspapers

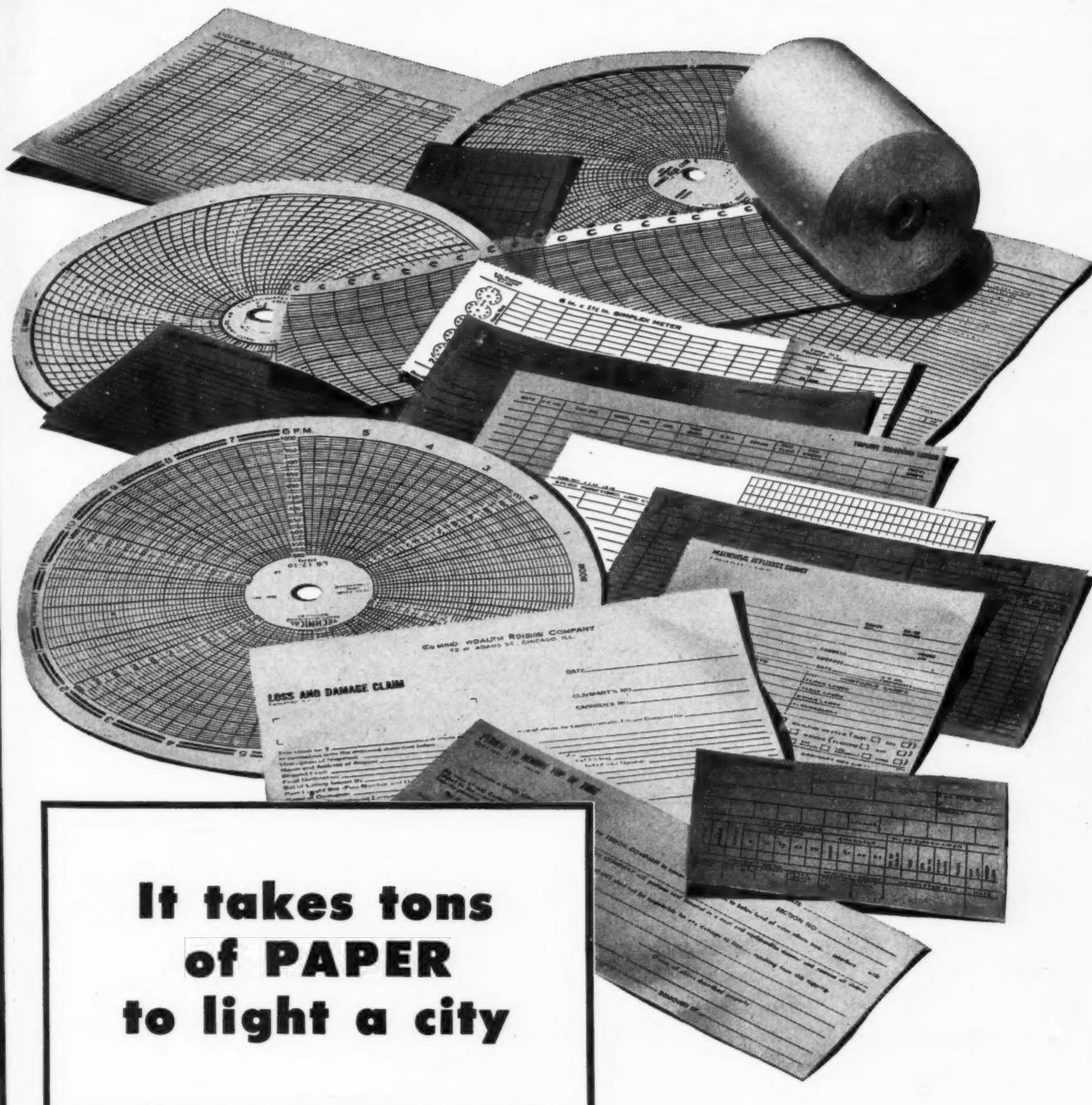
Cumulative Treasury figures showing that the Second, Third, and Fourth War Loans were backed by a total of 386,609 sponsored or donated newspaper ads, occupying 138,322 pages of newspaper space with a total space value of \$21,053,052, underscores newspaper advertising's dominant role in the selling of \$67,715,000,000 in War Bonds, reports Frank E. Tripp, chairman of the Allied Newspaper Council, in releasing the figures.

Blanchard-Nichols-Osborn, Atlanta, are appointed as southern and southwestern representatives for *The Wall Street Journal*.

Linwood I. Noyes, president of the American Newspaper Publishers Association, announces the election of ten more daily newspapers to membership in the association, bringing the total A.N.P.A. membership to 649 newspapers.

War effort advertising in the United States daily and Sunday newspapers is running at an estimated rate of more than \$65,000,000 a year, the Bureau of Advertising, A.N.P.A., indicates in releasing a series of special analyses compiled by the Advertising Checking Bureau, Inc.

Texas Quality Newspapers, Inc., announce the opening of a central office in Dallas with Charles W. Hurley, formerly of The Corpus Christi



Paper charts in generating plants and substations enable the operators to govern the flow of electricity. Paper instrument graphs aid in providing power every minute of the day and night.

Without transmission, conversion, and distribution records . . . without load diagrams, daily operating reports and all the other vital pieces of paper, a modern electric power system would be completely paralyzed.

In a single year the power industry needs over 20,000,000 pounds of paper for 3,500 different uses—not to mention the familiar monthly bills which, if laid end to end, would wrap twice around the world!



*Levelcoat** PRINTING PAPERS
IN WARTIME

**KIMBERLY
CLARK
CORPORATION**
NEENAH, WISCONSIN

In producing Levelcoat Printing Papers during the war, at Kimberly-Clark the keynote is conservation of our nation's critical resources.

But, while conserving, Kimberly-Clark is dedicated to the manufacture of the highest quality Levelcoat it is possible to make under wartime conditions.

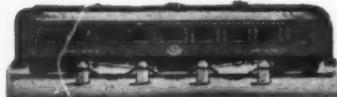
*TRADE MARK

FOREIGN MARKET RESEARCH MANAGER

Foreign experience in the sale of machinery preferably air conditioning and refrigeration equipment. Foreign marketing research experience desirable but not essential.

Box #1070, Sales Management,
386 Fourth Avenue, New York 16,
N. Y.

THIS WAR, TOO, MAY END Before Breakfast!



You will have an immediate, ready-to-go market for your products if you get into the booming Diesel Industry NOW!

*Tell us what you make
We'll help you sell it*

DIESEL PROGRESS EEA 5 WEST 42nd STREET, NEW YORK, NEW YORK

"5 & 10"

**Department
Store
of the Masses**

**Don't Overlook This Tremendous Market in your
POST-WAR PLANS!**

Write for 6 pt. fact folder . . . Merchandising procedures, market interpretation, collateral service, etc.



**Syndicate Store
MERCHANTISER**

79 Madison Avenue, New York 16, N. Y.

EEA

Chicago • Los Angeles • Atlanta

NBP

**Largest Audited Circulation in the
"5 & 10" Market**
5c to \$1.00 & up Variety Store Field

Caller-Times, as national advertising director of the newspapers and manager of the office.

* * *

American Newspaper Publishers Association sets aside a session of its annual membership meeting, to be held in New York this month.

Magazines

The Curtis Publishing Co. reports profits for 1942, after taxes, and including the benefits of excess profit credit carryovers from previous years, of \$4,361,415.05. Taxes amounted to \$3,876,201.73, compared with \$954,395.72 the previous year when net profits were \$902,470.48.

* * *

Eliot D. Odell, advertising director for Fawcett Publications, announces the appointment of Porter Wylie as advertising manager for *Life Story Magazine*, one of Fawcett's women's publications. John Windrum is appointed production manager for the company.

* * *

David H. Preston joins the Detroit staff of *The American Weekly*.

* * *

A. A. Wyn, publisher of the Ace Magazines, announces the appoint-



ment of the Harry Hayden Co. to direct the advertising, merchandising, sales and promotion for *Secrets* and *Flying Aces*. . . *Look* announces an advance digest called *Inside Look* aimed to the press and appearing every two weeks. Object: comments on material to appear in *Look* itself.

Business Papers

Fairchild Publications launches a new export publication for Pan-American consumption sometime in June, to be called the *Latin-American Edition of Fairchild International*, serving textile, apparel, and home furnishings industries. Fairchild Publications also announces the inauguration of a daily telegraphic bulletin service to the Middle West, speeding by twenty-four hours receipt of important trade news in the area. Service is available to all cities within overnight mail delivery from Chicago to St. Louis, says Louis W. Fairchild, general manager. Fairchild's *Newswires* consists of round-ups of highlights of the day's news as gathered by Fairchild Publications, covering apparel, textile, home furnishings, and related fields. Bulletins are telegraphed from editorial headquarters in New York late in the evening over leased wires to Chicago and St. Louis to be reproduced and rushed into the mails for subscribers.

* * *

George J. Huebner, editor and publisher of the *Tool and Die Journal*, resigns as chief of the Tooling Branch, War Production Board, to resume active management of the publication.

* * *

Lawrence M. Hughes is appointed executive editor of *Advertising Age*, coming to them from SALES MANAGEMENT.

* * *

Halwyn Reynolds Smith joins *Chemical and Metallurgical Engineering* as Pacific Coast editor.

Outdoor Advertising



HOLMES



STOCKWELL

Walter R. Holmes joins Douglas Leigh as director of sales and A. H. Stockwell is appointed general manager.

SALES MANAGEMENT



TO DETERMINE which is the leading business magazine, you might seek the one with the most pictures . . .

OR, IF flies annoy you more than most—you might pick the one that makes the best fly swatter. (Not recommended.)



SOME MEN are superstitious . . . might possibly think the leader would be first on their desks. (Silly? Of course.)



BUT the sound way is to simply follow the *boiled-down facts* shown below, and say: "NATION'S BUSINESS has what I want!"

1. Has largest business circulation
2. Has greatest reader response
3. Costs less per reader

Choose the leader...

Facts and figures—detailed and interesting—are available to support all NATION'S BUSINESS claims. Write or phone any Nation's Business office—New York City 17, 420 Lexington Avenue, (Mohawk 4-3450); Chicago 3, 38 South Dearborn, (Central 5046); Cleveland 15, 648 Hanna Building, (Cherry 7850); Atlanta 14, Walter Meeks, 101 Marietta Avenue, (Walnut 6674); San Francisco 4, Blanchard-Nichols, 100 Bush Street, (Garfield 8930); Los Angeles 12, Blanchard-Nichols, 448 South Hill Street, (Michigan 3466); Washington 6, 1615 H Street, N. W., (National 2380).



Comment

BY RAY BILL

GENERALS WITHOUT STARS: Because management talent is one of our most precious national assets, it is impossible to view with unconcern the increasing numbers of executives who are breaking down physically under the burdens of home front wartime government jobs, or overly heavy executive loads in critical industries, or a combination of both. Men who have great organizing ability, tremendous driving power, and the deep human understanding which enables them to inspire and lead others, often have the tendency to disregard their own physical well-being in their concern for an enterprise. They are the men of whom we say, "They attract responsibility." They are the "giver-outers" as contrasted with the "taker-inners."

In a splendid paper prepared for the American Management Association, LeRoy Kurtz of General Motors Corporation recognizes this situation and asks whether some of these home-front generals should not be given enforced vacations.

The daily contribution of many of these men to the increasingly successful prosecution of the war is so great in many cases that their continuing services are deemed essential. "We can't get along without him." "He's the only man who can follow through on this assignment." But if such a man dies at an untimely early age, or if the physical and mental strain suddenly removes him from active duty, someone else must step into his shoes, and society has lost either permanently or temporarily, the multifarious material and spiritual values that flow from a superior brain and personality. Surely this is a time when both Government and business management should consciously assume the responsibility of a trusteeship of such human assets, to the extent that they protect such devoted servants from the dangers of calling too heavily upon their limited human strength.

Let's take seriously this suggestion about enforced vacations for executives. If two or three weeks of rest will head off a physical crisis in their lives, we'll be doing both the individuals and our country a service in making it mandatory for them to rest long enough to renew themselves for further years of usefulness.

SCRAMBLED DISTRIBUTION. In an interesting pamphlet, "Facts in Food and Grocery Distribution," published by the *Progressive Grocer*, we find this challenging statement: "Food stores in addition [in 1943] added many non-food lines like polishes, waxes, cleaning fluids, face tissues, hardware, seeds, bulbs, household drug sundries, paper goods, kitchen gadgets and so on through a long list of household supplies. It is evident that many of these non-food items will continue to be sold in food stores after the war, and we may even expect a sharp increase in their sales."

This is a trend which calls for careful consideration by sales and advertising executives, since we never seem to go back to our old ways even when emergencies ease. Hundreds of manufacturers who have considered their outlets

as department, drug, and hardware stores will have to learn the grocery business.

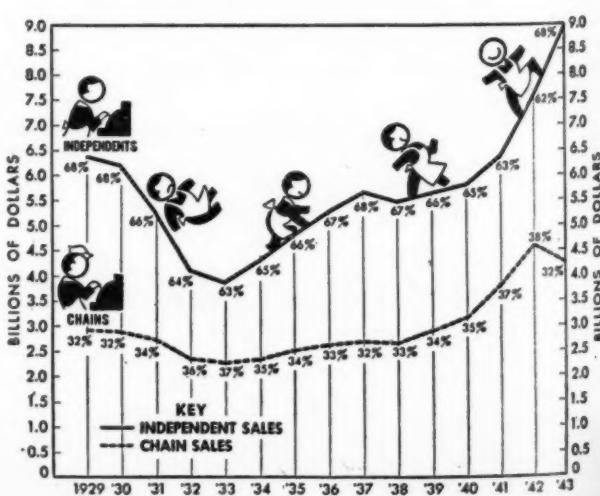
The drug trade, which protested vociferously because grocers were edging into the prosperous vitamin business, will have to fight to retain other items of their business. Many of the observers of the marketing picture get a chuckle out of the druggist's protests against grocers carrying drug items, since they find when entering a drug store that in order to get to the drug department they have to pass a soda fountain, a book counter, a table of electrical gadgets (in normal times), packaged food products, and household sundries.

Other trends observed by the *Progressive Grocer* include a continued increase in the percentage of business done by independents and a continued decrease in the number of stores operated by the chains. The chart shows the trend of independent and chain food stores over the 1929-1943 period, and while both reached last year a level considerably above the 1929 picture, independents had an 18% increase over 1942 while chain store sales declined 7 1/2%. Independents now do 68% of the business—precisely the same percentage as in 1929.

Back in 1935 there were 49,239 chain food stores but by the end of 1943 the number had shrunk to 33,000. During that period the Great Atlantic & Pacific Tea Co. cut its number of stores by more than half but increased its sales volume by more than a third.

So long as gas restrictions persist the trend is likely to continue in favor of the independents, if for no other reason than the fact that they are more conveniently located. As chains cut the number of stores and concentrate on super-markets, small independent stores will gain because most of them are around the corner from the housewife.

Sales of Grocery and Combination Stores, 1929-1943
(Independents and Chains)



Courtesy *The Progressive Grocer*

SALES MANAGEMENT